**Interview with GER leadership (Jim Mitre and Matan Chorev, July 18, 2025**

AI-generated content may be incorrect

**TH**

Todd Helmus

0 minutes 3 seconds0:03

Todd Helmus 0 minutes 3 seconds

Thank you for that.

Todd Helmus 0 minutes 6 seconds

All right, So what methods?

Todd Helmus 0 minutes 9 seconds

Thinking about what GER does.

Todd Helmus 0 minutes 10 seconds

Tell me what methods do you guys would are frequently being used within your within your center.

**JM**

Jim Mitre

0 minutes 19 seconds0:19

Jim Mitre 0 minutes 19 seconds

Just in general or with.

**TH**

Todd Helmus

0 minutes 20 seconds0:20

Todd Helmus 0 minutes 20 seconds

In general, in general, like is it across the board?

Todd Helmus 0 minutes 23 seconds

Are there some approaches that that you find are being applied more often than others?

**JM**

Jim Mitre

0 minutes 24 seconds0:24

Jim Mitre 0 minutes 24 seconds

AI.

Jim Mitre 0 minutes 33 seconds

Yeah, I'm happy to start. But Tommy, feel free to chime in, I think.

Jim Mitre 0 minutes 42 seconds

There's a lot of different works.

Jim Mitre 0 minutes 44 seconds

There's a lot of different methods.

Jim Mitre 0 minutes 45 seconds

We do a lot of more speculative research in the sense of trying to anticipate an uncertain future for which there's not a lot of data.

Jim Mitre 0 minutes 56 seconds

So, you know, by definition, so a lot of the work is in that space and it's a little bit more of.

Jim Mitre 1 minute 5 seconds

Assumptions based planning, decision making under uncertainty or some of the methods that have been applied in that.

Jim Mitre 1 minute 12 seconds

So we we do a fair amount there.

Jim Mitre 1 minute 15 seconds

There is.

Jim Mitre 1 minute 18 seconds

Some more technical work.

Jim Mitre 1 minute 23 seconds

That.

Jim Mitre 1 minute 25 seconds

Relies on.

Jim Mitre 1 minute 30 seconds

Detailed development of like benchmarks.

Jim Mitre 1 minute 33 seconds

For evaluating Frontier AI models and evaluating them for their ability to do like uplift in certain tasks that could be relevant for cyber operations or for bio.

Jim Mitre 1 minute 45 seconds

So there's there's more, you know, quantitative technical work. Some of that is actually like contracted out.

Jim Mitre 1 minute 51 seconds

So I don't know exactly where the lines drawn between our team and some of the subcontractors, but but in terms of the broader effort.

**TH**

Todd Helmus

1 minute 57 seconds1:57

Todd Helmus 1 minute 57 seconds

What does that? What does that mean?

Todd Helmus 1 minute 59 seconds

What does all that mean?

**JM**

Jim Mitre

2 minutes 2 seconds2:02

Jim Mitre 2 minutes 2 seconds

So if you are trying to evaluate the ability of a frontier AI model to enable.

Jim Mitre 2 minutes 9 seconds

A terrorist to build a bio weapon.

Jim Mitre 2 minutes 11 seconds

There's different methodological approaches to take. We've taken at least two that I know of.

Jim Mitre 2 minutes 17 seconds

One is this more technical ones that you build a a a metric like. Can it help you do a certain task?

Jim Mitre 2 minutes 27 seconds

Like is it able to provide you know?

Jim Mitre 2 minutes 33 seconds

Detailed synthesis of the literature for pathogen development in a way that is potentially helpful for somebody you know who's not an expert.

Jim Mitre 2 minutes 44 seconds

So they could, like, distill down into simple terms what some of the you know instructions would be for how the voter pathogen.

Jim Mitre 2 minutes 52 seconds

I don't know.

Jim Mitre 2 minutes 52 seconds

I'm I'm kind of making it up a little bit so I don't know the technical aspects of it, but there is certain.

Jim Mitre 2 minutes 59 seconds

Metrics that they're they're trying to develop to like measure.

Jim Mitre 3 minutes 2 seconds

How good it is at certain tasks like that?

Jim Mitre 3 minutes 6 seconds

Ella guess would be the person to talk to about this.

Jim Mitre 3 minutes 10 seconds

And again, some Ella guest.

**TH**

Todd Helmus

3 minutes 10 seconds3:10

Todd Helmus 3 minutes 10 seconds

Ella guest.

**JM**

Jim Mitre

3 minutes 12 seconds3:12

Jim Mitre 3 minutes 12 seconds

Yes, some of it we're doing within our team. Some of it is is again being done by subcontractors.

Jim Mitre 3 minutes 18 seconds

So I know exactly where the line's drawn, but that's.

Jim Mitre 3 minutes 22 seconds

That's part of the the methodology is is coming up with objective metrics that could evaluate different frontier models ability to do.

Jim Mitre 3 minutes 32 seconds

It's like benchmarks. Like if you see like all these models come out and they've got benchmarks for how good they are at math or you know at coding and things like that it's it's essentially like benchmarking their ability to do cyber operations and bio like uplift in those.

Jim Mitre 3 minutes 47 seconds

Areas.

**TH**

Todd Helmus

3 minutes 48 seconds3:48

Todd Helmus 3 minutes 48 seconds

OK.

**JM**

Jim Mitre

3 minutes 49 seconds3:49

Jim Mitre 3 minutes 49 seconds

The the other methodology is.

Jim Mitre 3 minutes 55 seconds

Essentially Red teaming, where you have two groups of folks, one group, they both have the same instructions.

Jim Mitre 4 minutes 3 seconds

Build me a bio weapon.

Jim Mitre 4 minutes 5 seconds

One group uses frontier AI models. Another group uses the open Internet.

Jim Mitre 4 minutes 13 seconds

And that helps assess the relative benefits of frontier models.

**TH**

Todd Helmus

4 minutes 13 seconds4:13

Todd Helmus 4 minutes 13 seconds

Hmm.

**JM**

Jim Mitre

4 minutes 19 seconds4:19

Jim Mitre 4 minutes 19 seconds

Towards open, you know, like the relative benefit of any of using frontier model versus just searching the open Internet.

Jim Mitre 4 minutes 25 seconds

So that's a study that we've done and that's a methodology that's in our toolkit.

Jim Mitre 4 minutes 32 seconds

So those are two that I'm familiar with on that.

Jim Mitre 4 minutes 37 seconds

Other type of technical work that we do relates to semiconductors and compute. Again, this can get very technical.

Jim Mitre 6 minutes 18 seconds

You know what companies are saying?

Jim Mitre 6 minutes 20 seconds

They're they're semiconductors performances.

**TH**

Todd Helmus

6 minutes 24 seconds6:24

Todd Helmus 6 minutes 24 seconds

I do that.

**JM**

Jim Mitre

6 minutes 27 seconds6:27

Jim Mitre 6 minutes 27 seconds

What else in terms of methods we have?

Jim Mitre 6 minutes 32 seconds

A lot. That was just under the traditional like research and writing. Do a lip review, understand the issue, consult with experts, write things up.

Jim Mitre 6 minutes 44 seconds

That can, you know, varying degrees of rigor. But like a lot of, you know, we've got the international chairs that cover a range of different topics. A lot of the work within the center is also is is more of that traditional.

Jim Mitre 6 minutes 58 seconds

Qualitative research.

Jim Mitre 7 minutes 2 seconds

We've done things like.

Jim Mitre 7 minutes 5 seconds

Automate the Delphi method through use of AI.

Jim Mitre 7 minutes 8 seconds

So are you familiar with Herman, the model Herman?

Jim Mitre 7 minutes 17 seconds

Todd.

**TH**

Todd Helmus

7 minutes 19 seconds7:19

Todd Helmus 7 minutes 19 seconds

Yep.

**JM**

Jim Mitre

7 minutes 20 seconds7:20

Jim Mitre 7 minutes 20 seconds

Have you heard of Herman?

**TH**

Todd Helmus

7 minutes 22 seconds7:22

Todd Helmus 7 minutes 22 seconds

Heard of who?

**JM**

Jim Mitre

7 minutes 24 seconds7:24

Jim Mitre 7 minutes 24 seconds

So Jason Johnson and Bill Marcelino built a model called Herman, which does a couple different things. But one of the things it does is automate the Delfi method.

**TH**

Todd Helmus

7 minutes 26 seconds7:26

Todd Helmus 7 minutes 26 seconds

Herman.

Todd Helmus 7 minutes 30 seconds

I haven't heard that yet.

**JM**

Jim Mitre

7 minutes 37 seconds7:37

Jim Mitre 7 minutes 37 seconds

So you have multiple different personas in the model. It actually pulls on different AI models.

Jim Mitre 7 minutes 45 seconds

So there's like a chat CPT and Claude and Gemini or or what have you.

Jim Mitre 7 minutes 50 seconds

All are different personas within the within the model, and they'll have.

Jim Mitre 7 minutes 59 seconds

Adelphi method approach to shedding light on an issue.

Jim Mitre 8 minutes 2 seconds

So you ask it a research question and they'll go through the whole Delphi process.

**TH**

Todd Helmus

8 minutes 7 seconds8:07

Todd Helmus 8 minutes 7 seconds

OK.

**JM**

Jim Mitre

8 minutes 7 seconds8:07

Jim Mitre 8 minutes 7 seconds

There's variations of it too, where you can just have them debate each other.

Jim Mitre 8 minutes 11 seconds

But but they have automated Delphi as a method.

**TH**

Todd Helmus

8 minutes 15 seconds8:15

Todd Helmus 8 minutes 15 seconds

OK.

**MC**

Matan Chorev

8 minutes 16 seconds8:16

Matan Chorev 8 minutes 16 seconds

And RFI is a similar parallel thread called ARC which tries to break down a question into constituent parts and analytic research.

Matan Chorev 8 minutes 28 seconds

Something it's worth taking a look at.

Matan Chorev 8 minutes 32 seconds

Which is somewhat thing. I would just add 2 use cases or or methods that we rely on more than maybe other divisions. One because of the nature of the exploratory research that Jim spoke to earlier, we have a heavy reliance on on tabletop exercises.

Matan Chorev 8 minutes 47 seconds

In what we call day after games to essentially.

Matan Chorev 8 minutes 52 seconds

Grapple with perspective scenarios in the near future and help.

Matan Chorev 8 minutes 59 seconds

Test some of our analytics conceptual capability work to see if it applies.

Matan Chorev 9 minutes 5 seconds

Feedback back into the research, etc.

Matan Chorev 9 minutes 7 seconds

So one is day after games tabletop simulations, and you know, there's obviously a desire to wonder if AI can digest the notes from the various rounds of the games.

Matan Chorev 9 minutes 16 seconds

Find patterns you know help improve the actual scenarios.

Matan Chorev 9 minutes 22 seconds

The second is, of course forecasting ran forecasting initiative.

Matan Chorev 9 minutes 27 seconds

I definitely urge you to talk to them as they're thinking about how to take advantage of AI to essentially.

Matan Chorev 9 minutes 34 seconds

Both help design the questions or identify the trends that need to that would benefit from forecasting, but also do some of the back end analysis on people's forecasts and the rationale behind the forecast.

Matan Chorev 9 minutes 48 seconds

So then kind of, you know, distill and deduce insights from.

Matan Chorev 9 minutes 52 seconds

From that exercise and then maybe a third, given that we're doing so much work on commercial issues, whether it's.

Matan Chorev 9 minutes 59 seconds

Semiconductors that Jim mentioned or China's industrial strategy and trade.

Matan Chorev 10 minutes 4 seconds

There's a lot of efforts to try to draw on, you know, commercial and private sector databases and do analysis on that.

Matan Chorev 10 minutes 14 seconds

Not all of that is sitting in in government trade data.

Matan Chorev 10 minutes 17 seconds

A lot of it is.

Matan Chorev 10 minutes 21 seconds

And it also relates with sanctions and sanctions enforcement mapping networks to try to identify loopholes in existing policies and regulations that enable leakage.

Matan Chorev 10 minutes 33 seconds

Of sanctioned goods, particularly high end semiconductor chips.

**TH**

Todd Helmus

10 minutes 37 seconds10:37

Todd Helmus 10 minutes 37 seconds

Hmm.

Todd Helmus 10 minutes 40 seconds

Interesting. OK.

Todd Helmus 10 minutes 42 seconds

So there's I'm hearing, there's.

Todd Helmus 10 minutes 46 seconds

There's a mix of things.

Todd Helmus 10 minutes 47 seconds

Some is some of the more technical side exploring.

Todd Helmus 10 minutes 51 seconds

Some of these different models.

Todd Helmus 10 minutes 54 seconds

And their potential uses futuristic planning.

Todd Helmus 10 minutes 59 seconds

Drawing on some established tools for Delphi models.

Todd Helmus 11 minutes 6 seconds

As well as you know, some generic qualitative research, literature reviews, tabletop exercises.

Todd Helmus 11 minutes 15 seconds

Interviews and things like that.

Todd Helmus 11 minutes 16 seconds

So based on all that, can you and I, you know, the good thing about you guys is you have some technical understanding on how AI could be applied to these things?

Todd Helmus 11 minutes 28 seconds

Can you sort of talk through like, where do you think investment should be placed to support some of these different methods for AI?

**MC**

Matan Chorev

11 minutes 39 seconds11:39

Matan Chorev 11 minutes 39 seconds

Can I just an initial reaction to the question?

**JM**

Jim Mitre

11 minutes 41 seconds11:41

Jim Mitre 11 minutes 41 seconds

Please.

**MC**

Matan Chorev

11 minutes 43 seconds11:43

Matan Chorev 11 minutes 43 seconds

Because I think there's two ways of thinking about it, Todd.

Matan Chorev 11 minutes 45 seconds

You could either decide you know what are the actual applications that are most germane or would most benefit from AI application and design those.

**TH**

Todd Helmus

11 minutes 45 seconds11:45

Todd Helmus 11 minutes 45 seconds

Come.

**MC**

Matan Chorev

11 minutes 57 seconds11:57

Matan Chorev 11 minutes 57 seconds

Or you could ask.

Matan Chorev 12 minutes 2 seconds

Which?

Matan Chorev 12 minutes 5 seconds

You can have to test the proposition of where the application by actually leads to your desired outcomes of the research, which is greater insight at greater speed so that you can be more relevant to the sponsors, right?

Matan Chorev 12 minutes 19 seconds

And so there's a kind of a business case, and then there's a methodological case. And the reason I make the distinction is because the methodological case ought to be driven by the business case.

Matan Chorev 12 minutes 28 seconds

But so often it Rand, we have a methodological fetish that we kind of say, oh, well, this this will this is good for this. But it's not obvious that the methodology itself is gonna generate A level of light at speed that's relevant to what the sponsor or the.

Matan Chorev 12 minutes 44 seconds

Problems that requires.

**JM**

Jim Mitre

12 minutes 46 seconds12:46

Jim Mitre 12 minutes 46 seconds

Let me let me turn matan's. Oh, sorry, go ahead.

**MC**

Matan Chorev

12 minutes 46 seconds12:46

Matan Chorev 12 minutes 46 seconds

Sure.

Matan Chorev 12 minutes 49 seconds

No, no, I was.

Matan Chorev 12 minutes 49 seconds

I was just going to say so. Therefore the I think the question that all of us should grapple with is not just which methodologies or analytic demands would most benefit from greater AI investment, but rather how do you create incentive structures?

Matan Chorev 13 minutes 8 seconds

That demonstrate how application of AI can deliver better products and how do you test for that quality control for that, learn from those investments.

**JM**

Jim Mitre

13 minutes 18 seconds13:18

Jim Mitre 13 minutes 18 seconds

Yeah, and I just turned this into a little bit of a two by two. If if one spectrum is.

Jim Mitre 13 minutes 25 seconds

It's there's a strong business case for it versus it's helpful for methodology that that's probably like two different axes there.

Jim Mitre 13 minutes 32 seconds

But I'm I'm gonna introduce another axis, which is. Does it already exist or are we creating it anew?

Jim Mitre 13 minutes 40 seconds

Because to some extent it's like where is AI already helpful? You know, what are the use cases that others have outside of brand and can we adopt those practices right 'cause like?

**TH**

Todd Helmus

13 minutes 51 seconds13:51

Todd Helmus 13 minutes 51 seconds

For example.

**JM**

Jim Mitre

13 minutes 51 seconds13:51

Jim Mitre 13 minutes 51 seconds

You know.

Jim Mitre 13 minutes 54 seconds

So for example.

Jim Mitre 13 minutes 56 seconds

Commercially available deep research is not a bad way to start a literature review.

Jim Mitre 14 minutes 2 seconds

I don't how much you played with three or any of the deep research options that are out there, but.

Jim Mitre 14 minutes 9 seconds

They're actually quite proficient at that.

Jim Mitre 14 minutes 14 seconds

So you know, just using deep research as a way to help accelerate our literature reviews is a sensible thing to do.

Jim Mitre 14 minutes 22 seconds

Because technology's already there, I wouldn't have ran try to build its own deep research capability.

**TH**

Todd Helmus

14 minutes 30 seconds14:30

Todd Helmus 14 minutes 30 seconds

What do you mean by deep research?

**MC**

Matan Chorev

14 minutes 33 seconds14:33

Matan Chorev 14 minutes 33 seconds

It's the name of the the product.

**TH**

Todd Helmus

14 minutes 38 seconds14:38

Todd Helmus 14 minutes 38 seconds

OK.

**JM**

Jim Mitre

14 minutes 39 seconds14:39

Jim Mitre 14 minutes 39 seconds

Any any of the frontier models now have like a button you press. If you wanted to do deep research and basically what it'll do is not just search its own training data set for an answer.

**TH**

Todd Helmus

14 minutes 39 seconds14:39

Todd Helmus 14 minutes 39 seconds

That's a commercial product.

**JM**

Jim Mitre

14 minutes 49 seconds14:49

Jim Mitre 14 minutes 49 seconds

It'll go and search the Internet and it'll take a little time to think as it does that, but it'll find relevant websites that have, you know, sources that have information that you're interested in.

Jim Mitre 15 minutes 3 seconds

And then it'll build you.

Jim Mitre 15 minutes 6 seconds

A.

Jim Mitre 15 minutes 6 seconds

A response with footnotes to all the different sources.

Jim Mitre 15 minutes 11 seconds

You should check it out if you haven't done that yet, Todd.

Jim Mitre 15 minutes 14 seconds

Any any and we're happy to show you a quick demo, but this is.

Jim Mitre 15 minutes 23 seconds

And so that's that's one way to approach this.

**MC**

Matan Chorev

15 minutes 24 seconds15:24

Matan Chorev 15 minutes 24 seconds

But it's not available at the desktop to every Rand researcher, so it's the question, do you want to invest in this deployment of existing capabilities that researchers around the world use? Versus does Rand have?

**JM**

Jim Mitre

15 minutes 28 seconds15:28

Jim Mitre 15 minutes 28 seconds

Right. It's not in grand chat.

Jim Mitre 15 minutes 33 seconds

Right.

**MC**

Matan Chorev

15 minutes 38 seconds15:38

Matan Chorev 15 minutes 38 seconds

A unique use case that is not already commercially available.

**TH**

Todd Helmus

15 minutes 45 seconds15:45

Todd Helmus 15 minutes 45 seconds

And where do you think ranch should go?

**MC**

Matan Chorev

15 minutes 46 seconds15:46

Matan Chorev 15 minutes 46 seconds

I think one of the frustrations we're hearing from from a lot of colleagues is like every other company has these things at the desktop. You know, meetings are recorded automatically.

Matan Chorev 15 minutes 56 seconds

Notes are produced by AI. You know, at Rand you have to go through like a three-step process.

Matan Chorev 16 minutes 1 second

It's not standard protocol.

Matan Chorev 16 minutes 4 seconds

It's not available at the fingertip with copilot or whatever.

Matan Chorev 16 minutes 7 seconds

So that there's a whole categories of like how the rest of the world is already mainstreamed. AI, US and business operations and research that we at Rand actually.

Matan Chorev 16 minutes 17 seconds

Individual researchers may pay out of pocket and they mainstream it, but it's not a corporate investment that is universally available and expected. Use case from every research.

**JM**

Jim Mitre

16 minutes 29 seconds16:29

Jim Mitre 16 minutes 29 seconds

Yeah, that that's one of the use cases that I've been dying to have.

**TH**

Todd Helmus

16 minutes 30 seconds16:30

Todd Helmus 16 minutes 30 seconds

Mm-hmm.

**JM**

Jim Mitre

16 minutes 32 seconds16:32

Jim Mitre 16 minutes 32 seconds

Which we've talked about multiple times.

Jim Mitre 16 minutes 35 seconds

It's easy for like every meeting you have it recorded and at the end of it you hit a button and it spits out the E notes E takeaways that assigns everybody what they're supposed to do like that is already that technology already exists.

Jim Mitre 16 minutes 49 seconds

We just don't have it at ramp.

Jim Mitre 16 minutes 52 seconds

Chat was great when it came out, but now it's like a year old and it hasn't kept pace with the with the frontier.

Jim Mitre 16 minutes 58 seconds

So it's it's woefully outdated.

**TH**

Todd Helmus

17 minutes 1 second17:01

Todd Helmus 17 minutes 1 second

Yeah, I noticed that.

Todd Helmus 17 minutes 5 seconds

And other people have complained.

Todd Helmus 17 minutes 6 seconds

I have highlighted that as well.

Todd Helmus 17 minutes 9 seconds

I mean, there's like which is interesting and we've heard this that.

Todd Helmus 17 minutes 15 seconds

There's there's a methodological discussion, as you know, a lot of conversations have played out like this.

Todd Helmus 17 minutes 20 seconds

Like there's methodological questions. But there's like, yeah, there's these methodologies, but there's this basic sort of battle rhythm capabilities that support our work that could support our work day-to-day.

Todd Helmus 17 minutes 33 seconds

They're not methological based.

Todd Helmus 17 minutes 35 seconds

Necessarily their work stream based, but there.

Todd Helmus 17 minutes 38 seconds

But we're not.

Todd Helmus 17 minutes 39 seconds

We're not taking advantage of them.

**JM**

Jim Mitre

17 minutes 42 seconds17:42

Jim Mitre 17 minutes 42 seconds

Yeah, I put 99% of the effort on applying best of breed from the private sector and bringing it to Rand and not trying to like build our own cause a we're not particularly good at software development, B, even if we do build it, who's gonna main?

Jim Mitre 17 minutes 58 seconds

It and upkeep it and keep it stateoftheart over time.

Jim Mitre 18 minutes 1 second

I don't know.

Jim Mitre 18 minutes 3 seconds

There's just so much more to gain by just bringing in the external tools.

Jim Mitre 18 minutes 7 seconds

That.

Jim Mitre 18 minutes 9 seconds

There's, you know, ability to vote on this topic.

Jim Mitre 18 minutes 12 seconds

I would.

Jim Mitre 18 minutes 12 seconds

I would do that if there's a so much happening outside of Rand on this.

Jim Mitre 18 minutes 19 seconds

We could be much more productive and efficient if we had just doesn't even need to be state-of-the-art, but this is where like relatively early adopters.

**MC**

Matan Chorev

18 minutes 29 seconds18:29

Matan Chorev 18 minutes 29 seconds

And Todd, maybe this is jumping to your third question, but I'm just conscious of time.

Matan Chorev 18 minutes 35 seconds

I think we have to spend as much time identifying the AI application and use cases as we are about the political economy of AI adoption. And ultimately Rand is an organization where the principal incentive structure is time on project.

Matan Chorev 18 minutes 51 seconds

And coverage and until that has a bearing until AIUS has a bearing on that.

Matan Chorev 18 minutes 58 seconds

You're not gonna see enterprise adoption. And look, I'm conflicted a little bit because you know.

Matan Chorev 19 minutes 6 seconds

A adoption only at enterprise scale only makes sense if you're confident that it's actually generating, you know.

Matan Chorev 19 minutes 14 seconds

Better insights, more efficiently if it's just creating slop, then you, you know, you don't incentivize it. But to the degree that your hypothesis is that, you know, disciplined use of AI across enterprise will make us more competitive, our insights more compelling and relevant.

Matan Chorev 19 minutes 31 seconds

And our operating model more cost effective then you actually have to connect.

Matan Chorev 19 minutes 35 seconds

That's to how people get coverage.

Matan Chorev 19 minutes 39 seconds

And and which projects get awarded and internally funded?

Matan Chorev 19 minutes 42 seconds

And so there's there should be a lot of work, I think on the business incentive case that's going to accelerate this 'cause, if you're really just build the tools and say whoever wants to use them come hit her like I I, I would be skeptical.

Matan Chorev 19 minutes 57 seconds

That, folks, you know, the early adopters will use it and the rest of them will kind of dabble with it. But you're not gonna get a different institution overall.

**TH**

Todd Helmus

20 minutes 4 seconds20:04

Todd Helmus 20 minutes 4 seconds

I mean, that's where we're at right now, right?

Todd Helmus 20 minutes 6 seconds

You have some some early adopters making use of it, and and most people are not.

**MC**

Matan Chorev

20 minutes 7 seconds20:07

Matan Chorev 20 minutes 7 seconds

Yeah, it's, it's.

**TH**

Todd Helmus

20 minutes 12 seconds20:12

Todd Helmus 20 minutes 12 seconds

And then there's a cost structure to how?

**MC**

Matan Chorev

20 minutes 13 seconds20:13

Matan Chorev 20 minutes 13 seconds

And it's not clear that one group is getting rewarded and the other is penalized, right?

**TH**

Todd Helmus

20 minutes 17 seconds20:17

Todd Helmus 20 minutes 17 seconds

No, that's right. That's right.

**TH**

Todd Helmus

21 minutes 31 seconds21:31

Todd Helmus 21 minutes 31 seconds

Yeah.

**MC**

Matan Chorev

21 minutes 34 seconds21:34

Matan Chorev 21 minutes 34 seconds

So we need to experiment with with these kinds of methods.

**TH**

Todd Helmus

21 minutes 34 seconds21:34

Todd Helmus 21 minutes 34 seconds

Yeah, that would.

Todd Helmus 21 minutes 35 seconds

That would definitely breed some.

Todd Helmus 21 minutes 37 seconds

Yeah, I can.

Todd Helmus 21 minutes 38 seconds

I can see that definitely breeding some some results that would challenge the status quo.

**MC**

Matan Chorev

21 minutes 44 seconds21:44

Matan Chorev 21 minutes 44 seconds

And we may learn that actually the difference is not as vast as some of us hope, right?

Matan Chorev 21 minutes 48 seconds

Like or maybe the pitfalls are more significant than we assumed.

Matan Chorev 21 minutes 52 seconds

So yeah, I'm not putting my my thumb on the scale, but that that should be a way to test.

**TH**

Todd Helmus

22 minutes 2 seconds22:02

Todd Helmus 22 minutes 2 seconds

What else?

Todd Helmus 22 minutes 9 seconds

So I'm here.

**MC**

Matan Chorev

22 minutes 9 seconds22:09

Matan Chorev 22 minutes 9 seconds

I got news.

**TH**

Todd Helmus

22 minutes 9 seconds22:09

Todd Helmus 22 minutes 9 seconds

I'm hearing like so like so you heard a couple different couple of items here.

Todd Helmus 22 minutes 14 seconds

One is.

Todd Helmus 22 minutes 18 seconds

The the need to support sort of just general.

Todd Helmus 22 minutes 23 seconds

Tools that can support general battle rhythm events at Rand, and not necessarily particular methods, but then also developing ways of challenging the status quo to to get researchers to to be more aggressive in adopting these tools.

Todd Helmus 22 minutes 39 seconds

Anything else I can support?

Todd Helmus 22 minutes 40 seconds

Anything any other sort of ways you think?

**JM**

Jim Mitre

22 minutes 43 seconds22:43

Jim Mitre 22 minutes 43 seconds

I mean, we could brainstorm all day. I mean, you know.

Jim Mitre 22 minutes 47 seconds

Here's here's a fun one.

Jim Mitre 22 minutes 54 seconds

Right now, Frontier Air models can produce a report that answers a research question.

Jim Mitre 23 minutes 2 seconds

It's not gonna be as good as a Rand analyst. Most of the time, but it's gonna be a lot faster.

Jim Mitre 23 minutes 9 seconds

So one of the things that you know, we've been toying around with the idea is is have a competitive approach where for any research question, we actually see how the model will perform relative to the human team.

Jim Mitre 23 minutes 23 seconds

And that could be an interesting exercise to see.

Jim Mitre 23 minutes 27 seconds

Like then what? The humans can really leverage from the model and what not.

Jim Mitre 23 minutes 32 seconds

To help accelerate their own work. But.

Jim Mitre 23 minutes 36 seconds

I would just as an as a way to learn about what the state-of-the-art is is actually set up a process to like put in research questions that we're actually grappling with, and then compare the results to our own team's output and see and see.

Jim Mitre 23 minutes 53 seconds

How well we do.

**MC**

Matan Chorev

23 minutes 56 seconds23:56

Matan Chorev 23 minutes 56 seconds

Yeah, Jeff also does this all the time.

Matan Chorev 23 minutes 57 seconds

You know, he'll generate an initial say, is the person you want to hire.

Matan Chorev 24 minutes 1 second

Can they produce something like this better?

**JM**

Jim Mitre

24 minutes 2 seconds24:02

Jim Mitre 24 minutes 2 seconds

Yeah.

**MC**

Matan Chorev

24 minutes 4 seconds24:04

Matan Chorev 24 minutes 4 seconds

It's coy, but it's an it's at least a useful challenge.

**JM**

Jim Mitre

24 minutes 8 seconds24:08

Jim Mitre 24 minutes 8 seconds

I mean, sometimes the results are pretty good, I mean.

**TH**

Todd Helmus

24 minutes 8 seconds24:08

Todd Helmus 24 minutes 8 seconds

Mm-hmm.

**MC**

Matan Chorev

24 minutes 10 seconds24:10

Matan Chorev 24 minutes 10 seconds

Yeah.

**JM**

Jim Mitre

24 minutes 12 seconds24:12

Jim Mitre 24 minutes 12 seconds

Like it is not worth doing anymore, you know, quote UN quote research on it because it's it's good enough and timely.

**MC**

Matan Chorev

24 minutes 19 seconds24:19

Matan Chorev 24 minutes 19 seconds

Yeah.

**TH**

Todd Helmus

24 minutes 20 seconds24:20

Todd Helmus 24 minutes 20 seconds

Yeah, I I I I'm learning some of this as as as I go along on my own research streams I dumped we had, we took a bunch of interviews, had ran chat with all its limitations, but it organized those notes topically.

**JM**

Jim Mitre

24 minutes 20 seconds24:20

Jim Mitre 24 minutes 20 seconds

So.

**TH**

Todd Helmus

24 minutes 35 seconds24:35

Todd Helmus 24 minutes 35 seconds

And then I took sections of those topics, feed them back into ranch at and said like for example, OK.

Todd Helmus 24 minutes 41 seconds

So this.

Todd Helmus 24 minutes 42 seconds

These are all my China notes.

Todd Helmus 24 minutes 43 seconds

Tell me what Russia?

Todd Helmus 24 minutes 44 seconds

Tell me what China's doing in Africa.

Todd Helmus 24 minutes 46 seconds

How are they trying to influence Africa, which is relevant to the question that we had and it spit out like 6 paragraphs that were actually pretty good?

**JM**

Jim Mitre

24 minutes 54 seconds24:54

Jim Mitre 24 minutes 54 seconds

Yeah.

**TH**

Todd Helmus

24 minutes 54 seconds24:54

Todd Helmus 24 minutes 54 seconds

It was actually spot on.

Todd Helmus 24 minutes 59 seconds

You know, so. So I could definitely. So now. But you know I can't use that.

Todd Helmus 25 minutes 6 seconds

So now we have to sort of recreate that.

Todd Helmus 25 minutes 9 seconds

With our own sort of research and analysis and coding and what have you.

Todd Helmus 25 minutes 15 seconds

But it raises a fundamental question of whether or not you know.

Todd Helmus 25 minutes 18 seconds

What I just had ranch at spit out is, you know, in the future it could be good enough.

**JM**

Jim Mitre

25 minutes 25 seconds25:25

Jim Mitre 25 minutes 25 seconds

I mean, I've taken stuff from ranch at and then I've and and other models and incorporated it to research products.

Jim Mitre 25 minutes 31 seconds

I'll I'll give you an example.

Jim Mitre 25 minutes 32 seconds

The Department of Defense asked us to think about some alternative China scenarios, so I asked the China team and we got some really important and thoughtful ideas from the China team.

Jim Mitre 25 minutes 48 seconds

Some frontier AI models also had some pretty interesting ideas.

Jim Mitre 25 minutes 52 seconds

So our response was a blend of the two, but it can do, you know, quote UN quote creative work or interesting work.

Jim Mitre 26 minutes 2 seconds

If you, if you if you pump it the right way, you know, prime it the right way.

Jim Mitre 26 minutes 9 seconds

I think again going back to like the what is it we can use it for?

Jim Mitre 26 minutes 14 seconds

Is maybe less helpful than understand.

Jim Mitre 26 minutes 15 seconds

Like what is it efficient at doing?

Jim Mitre 26 minutes 20 seconds

And the only way to really figure out how it's relevant to our work is to experiment and use it like just so.

Jim Mitre 26 minutes 29 seconds

It's not like, oh, I know that it's fantastic at this, and if only, you know, we built this widget on top of a model that do this, that all these things that I don't.

Jim Mitre 26 minutes 39 seconds

I don't think that's the the best video.

Jim Mitre 26 minutes 41 seconds

Well, we don't have it.

Jim Mitre 26 minutes 42 seconds

Sorry, just like wax product for a second here. Todd, is we don't have any product managers that actually sit like part of what you're trying to do is like sit at the intersection of understanding use cases.

Jim Mitre 26 minutes 52 seconds

That in workflows that that researchers have and.

Jim Mitre 26 minutes 58 seconds

Engineers who are building technology and and marrying up the two right.

Jim Mitre 27 minutes 2 seconds

We don't have that function at Rand.

Jim Mitre 27 minutes 3 seconds

There's an argument to be made that like that would be a good function for us to have for really trying to get serious about embracing software. In this case AI to to inform our research better. But.

Jim Mitre 27 minutes 18 seconds

It's a.

**TH**

Todd Helmus

27 minutes 18 seconds27:18

Todd Helmus 27 minutes 18 seconds

Say more.

**JM**

Jim Mitre

27 minutes 18 seconds27:18

Jim Mitre 27 minutes 18 seconds

It's a it.

**TH**

Todd Helmus

27 minutes 19 seconds27:19

Todd Helmus 27 minutes 19 seconds

Say more about that.

**JM**

Jim Mitre

27 minutes 22 seconds27:22

Jim Mitre 27 minutes 22 seconds

So software companies have this role called a product manager. They manage the product, software and what they do is they're greedy to understand what different use cases are, and workflows that people have.

Jim Mitre 27 minutes 39 seconds

In any field, right?

Jim Mitre 27 minutes 39 seconds

So in our case, like researchers, how do you do your research?

Jim Mitre 27 minutes 42 seconds

What's what are the steps the methods?

Jim Mitre 27 minutes 44 seconds

You know what are the pain points?

Jim Mitre 27 minutes 47 seconds

What are ways in which you might be more efficient, more productive, et cetera?

Jim Mitre 27 minutes 51 seconds

So you try to understand that this is what you're doing with this interview, and then they go back and they talk to the engineers who are building the software and they're like, look, I think they would use our software more or they would use some software if we.

Jim Mitre 28 minutes 6 seconds

Built something that does X really helps them with this thing.

Jim Mitre 28 minutes 11 seconds

It'll accelerate their workflow in this way, or it'll help them, you know, do something that they wanna do that they currently can't do.

Jim Mitre 28 minutes 19 seconds

But they they straddle that world between the computer programmers and the engineers.

Jim Mitre 28 minutes 23 seconds

And the actual users of the software.

Jim Mitre 28 minutes 27 seconds

That just Google product management and you'll see what I'm talking about.

**TH**

Todd Helmus

28 minutes 30 seconds

What's up?

**JM**

Jim Mitre

28 minutes 31 seconds28:31

Jim Mitre 28 minutes 31 seconds

We don't have that. What's that?

**TH**

Todd Helmus

28 minutes 31 seconds28:31

Todd Helmus 28 minutes 31 seconds

But it's sort of a constant.

Todd Helmus 28 minutes 33 seconds

I mean it's it's it's sort of basically a a way of sort of constantly keeping up to date.

Todd Helmus 28 minutes 42 seconds

Updating your updating your capabilities and updating your approaches versus like having you know, hiring a ran person or a few ran people to to think about this topic now.

Todd Helmus 28 minutes 53 seconds

Come up with a product and then you're done with it.

Todd Helmus 28 minutes 57 seconds

The challenge with that is these methods, these approaches the.

Todd Helmus 29 minutes

The technical applications are constantly changing and evolving.

Todd Helmus 29 minutes 3 seconds

So how do you stay constantly up to date versus?

**MC**

Matan Chorev

29 minutes 4 seconds29:04

Matan Chorev 29 minutes 4 seconds

That's right.

**TH**

Todd Helmus

29 minutes 8 seconds29:08

Todd Helmus 29 minutes 8 seconds

With these sort of one off initiatives.

**JM**

Jim Mitre

29 minutes 11 seconds29:11

Jim Mitre 29 minutes 11 seconds

Yeah, I mean.

**MC**

Matan Chorev

29 minutes 11 seconds29:11

Matan Chorev 29 minutes 11 seconds

Yeah, you don't want a snapshot.

**JM**

Jim Mitre

29 minutes 14 seconds29:14

Jim Mitre 29 minutes 14 seconds

Yeah, yeah.

**MC**

Matan Chorev

29 minutes 16 seconds29:16

Matan Chorev 29 minutes 16 seconds

And that's why I like the investment decisions have to be based on, like on on that reality, right?

Matan Chorev 29 minutes 22 seconds

So it's not like today this is the use cases.

Matan Chorev 29 minutes 25 seconds

So we're gonna throw a bunch of money in people to build these specific things, whereas in a year or six months, those things may be readily available.

Matan Chorev 29 minutes 35 seconds

Commercially for our use.

**JM**

Jim Mitre

29 minutes 38 seconds29:38

Jim Mitre 29 minutes 38 seconds

Right.

**MC**

Matan Chorev

29 minutes 38 seconds29:38

Matan Chorev 29 minutes 38 seconds

And so it's like investing in the infrastructure of AI use adoption development as opposed to.

Matan Chorev 29 minutes 46 seconds

So kind of.

Matan Chorev 29 minutes 47 seconds

Oh, by Windows 95 and you know, coast on that for the next decade.

**JM**

Jim Mitre

29 minutes 52 seconds29:52

Jim Mitre 29 minutes 52 seconds

Right. Like somebody along the somewhere, somebody should ask the question. Do we build it?

Jim Mitre 29 minutes 56 seconds

Do we buy it or do we license it from somebody else, right.

Jim Mitre 29 minutes 59 seconds

It's it's not jump to rebuild it.

Jim Mitre 30 minutes 2 seconds

You you got there's, like a.

**TH**

Todd Helmus

30 minutes 7 seconds30:07

Todd Helmus 30 minutes 7 seconds

You think Iran is too focused on the building?

**JM**

Jim Mitre

30 minutes 10 seconds30:10

Jim Mitre 30 minutes 10 seconds

This initiative, I think it it's very well-intentioned.

Jim Mitre 30 minutes 14 seconds

We should be applying AI to our work.

Jim Mitre 30 minutes 16 seconds

But like, we're not a software company.

Jim Mitre 30 minutes 18 seconds

We don't know how to do this, so I I mean, you know, researchers are very good at certain things, but they're not good at designing software in my experience.

**TH**

Todd Helmus

30 minutes 28 seconds30:28

Todd Helmus 30 minutes 28 seconds

Yeah, like we, we invested, we invest in creating Muse.

Todd Helmus 30 minutes 30 seconds

So now we've created our own sort of approach to doing qualitative soft qualitative coding.

**JM**

Jim Mitre

30 minutes 37 seconds30:37

Jim Mitre 30 minutes 37 seconds

Yeah.

**TH**

Todd Helmus

30 minutes 37 seconds30:37

Todd Helmus 30 minutes 37 seconds

But there has to be other products out there that have already been created that we would just purchase and license.

**JM**

Jim Mitre

30 minutes 43 seconds30:43

Jim Mitre 30 minutes 43 seconds

Yeah, there could be, right.

**MC**

Matan Chorev

30 minutes 44 seconds30:44

Matan Chorev 30 minutes 44 seconds

That have a team of people who work.

Matan Chorev 30 minutes 46 seconds

Yeah. And they have a team of people who are, you know, have a stake in the company's future profitability.

Matan Chorev 30 minutes 51 seconds

And so therefore, we'll update maintain patch service that software as opposed to us.

**JM**

Jim Mitre

30 minutes 55 seconds30:55

Jim Mitre 30 minutes 55 seconds

Right.

**TH**

Todd Helmus

30 minutes 56 seconds30:56

Todd Helmus 30 minutes 56 seconds

So we would rely on on, on the representative, whatever, whatever firm we enlist to support our qualitative coding. They're the ones that are focused on updating and and ensuring that the use cases are applied.

**MC**

Matan Chorev

31 minutes 9 seconds31:09

Matan Chorev 31 minutes 9 seconds

We do with other software that we buy, just like we do with Salesforce and you know, we create our own modifications for our uses in House.

Matan Chorev 31 minutes 19 seconds

And sometimes you have to pay a little bit more to make the software more adaptable to your needs.

Matan Chorev 31 minutes 23 seconds

But we're not building our own database system at ran to manage our donors, right?

**TH**

Todd Helmus

31 minutes 28 seconds31:28

Todd Helmus 31 minutes 28 seconds

Remind you that?

**MC**

Matan Chorev

31 minutes 31 seconds31:31

Matan Chorev 31 minutes 31 seconds

That being said, a lot of this is not building new software from scratch.

Matan Chorev 31 minutes 34 seconds

It's. It's like hey guys, I ran a code and you may wanna use this code too in the future for this purpose and then you make that code available.

**TH**

Todd Helmus

31 minutes 43 seconds31:43

Todd Helmus 31 minutes 43 seconds

Yeah.

**MC**

Matan Chorev

31 minutes 44 seconds31:44

Matan Chorev 31 minutes 44 seconds

I've already run this algorithm on this database and all you have to do is, you know, choose the time period you want it like. So part of this is like and people do this around all the time with Python And others.

Matan Chorev 31 minutes 54 seconds

They there's, you know, code.

Matan Chorev 31 minutes 55 seconds

You know codes and databases that they make available to one another.

**JM**

Jim Mitre

32 minutes32:00

Jim Mitre 32 minutes

OK. But so I I don't want to not answer your question on the nose. So just brainstorm a couple quick answers to your question. Like what should AI do for us?

Jim Mitre 32 minutes 9 seconds

Well, it should do literature reviews.

Jim Mitre 32 minutes 11 seconds

It should red team all of our work, you know, provide, you know, an assessment like a kind of like a QA or like a peer review of all our work could be very helpful for that kind of thing.

Jim Mitre 32 minutes 23 seconds

It should help with ideation.

Jim Mitre 32 minutes 26 seconds

And brainstorming and and thinking about new ideas.

Jim Mitre 32 minutes 31 seconds

He has a new approaches and things of that nature. It should help a lot with communication.

**MC**

Matan Chorev

32 minutes 36 seconds32:36

Matan Chorev 32 minutes 36 seconds

Did you?

**JM**

Jim Mitre

32 minutes 38 seconds32:38

Jim Mitre 32 minutes 38 seconds

You know, one of the things Rand researchers traditionally stink at is how to turn terrific body of research from an academic product into something that's digestible for policymakers.

Jim Mitre 32 minutes 50 seconds

Boy AI could really help do that.

Jim Mitre 32 minutes 52 seconds

Distill it down.

Jim Mitre 32 minutes 53 seconds

Tease out the key insights and communicate it in a sensible way.

Jim Mitre 32 minutes 57 seconds

So it could help a lot on that.

**MC**

Matan Chorev

33 minutes 1 second33:01

Matan Chorev 33 minutes 1 second

Dial guides, right?

Matan Chorev 33 minutes 2 seconds

Like, why should style guides so in the quality assurance process?

**TH**

Todd Helmus

33 minutes 3 seconds33:03

Todd Helmus 33 minutes 3 seconds

The what?

**MC**

Matan Chorev

33 minutes 8 seconds33:08

Matan Chorev 33 minutes 8 seconds

A lot of what?

Matan Chorev 33 minutes 9 seconds

The QA's do is does this meet the RAN style guide in terms of does it have the right number of the the sections and the headings and you know all the editing stuff if you just tell it?

Matan Chorev 33 minutes 18 seconds

Here's our style guide.

Matan Chorev 33 minutes 19 seconds

Go. You know the track change. This document should be able to do that.

**JM**

Jim Mitre

33 minutes 26 seconds33:26

Jim Mitre 33 minutes 26 seconds

Yeah.

**TH**

Todd Helmus

33 minutes 27 seconds33:27

Todd Helmus 33 minutes 27 seconds

Yeah, you can easily train a model on on on ran reports for example and then.

Todd Helmus 33 minutes 33 seconds

That becomes then almost part of word that when we write it sort of.

Todd Helmus 33 minutes 40 seconds

Updates.

**JM**

Jim Mitre

33 minutes 41 seconds33:41

Jim Mitre 33 minutes 41 seconds

Yep.

**MC**

Matan Chorev

33 minutes 41 seconds33:41

Matan Chorev 33 minutes 41 seconds

Yeah, we just told but but, but make it better.

**TH**

Todd Helmus

33 minutes 44 seconds33:44

Todd Helmus 33 minutes 44 seconds

Yes.

**JM**

Jim Mitre

33 minutes 45 seconds33:45

Jim Mitre 33 minutes 45 seconds

You can also help with like promoting our materials. So like we don't often people like write their research.

**JM**

Jim Mitre

34 minutes 31 seconds34:31

Jim Mitre 34 minutes 31 seconds

Yeah, yeah, that would save time.

**TH**

Todd Helmus

34 minutes 33 seconds34:33

Todd Helmus 34 minutes 33 seconds

Well, it's doable now.

**JM**

Jim Mitre

34 minutes 34 seconds34:34

Jim Mitre 34 minutes 34 seconds

Be helpful.

Jim Mitre 34 minutes 38 seconds

And people are doing it now, but it's, you know, it's more manual effort. Like if it were, if it were like streamlined to do that kind of thing be helpful.

**TH**

Todd Helmus

34 minutes 38 seconds34:38

Todd Helmus 34 minutes 38 seconds

OK.

Todd Helmus 34 minutes 48 seconds

Come.

Todd Helmus 34 minutes 51 seconds

All right, Tom, that's really helpful.

Todd Helmus 34 minutes 53 seconds

Anything else?

Todd Helmus 34 minutes 56 seconds

I'm sure there's many things we can talk for hours on this, but.

**MC**

Matan Chorev

34 minutes 56 seconds34:56

Matan Chorev 34 minutes 56 seconds

Nothing here.

**JM**

Jim Mitre

35 minutes 1 second35:01

Jim Mitre 35 minutes 1 second

I appreciate what you're doing, Todd.

**MC**

Matan Chorev

35 minutes 1 second35:01

Matan Chorev 35 minutes 1 second

Well, thanks for doing it.

Matan Chorev 35 minutes 3 seconds

Yeah.

**JM**

Jim Mitre

35 minutes 5 seconds35:05

Jim Mitre 35 minutes 5 seconds

I'd love to get a sense of like once this is all done. What you what you learn. If if you're able to share it with us would be would be grateful for that. And if you have other thoughts on like the overall process, what's working, what not with?

Jim Mitre 35 minutes 16 seconds

Rand's approach?

Jim Mitre 35 minutes 17 seconds

Try to get it set around AI tooling.

**TH**

Todd Helmus

35 minutes 22 seconds35:22

Todd Helmus 35 minutes 22 seconds

I think be a start.

**JM**

Jim Mitre

35 minutes 23 seconds35:23

Jim Mitre 35 minutes 23 seconds

Yeah, yeah.

Jim Mitre 35 minutes 26 seconds

Yeah.

**TH**

Todd Helmus

35 minutes 26 seconds35:26

Todd Helmus 35 minutes 26 seconds

So all right, thanks. So appreciate it.

**JM**

Jim Mitre

35 minutes 30 seconds35:30

Jim Mitre 35 minutes 30 seconds

Thank you.

**MC**

Matan Chorev

35 minutes 30 seconds35:30

Matan Chorev 35 minutes 30 seconds

Sure.

**JM**

Jim Mitre

35 minutes 31 seconds35:31

Jim Mitre 35 minutes 31 seconds

Be well.

**TH**

Todd Helmus

35 minutes 31 seconds35:31

Todd Helmus 35 minutes 31 seconds

Alright, bye.

**MC**

Matan Chorev

35 minutes 33 seconds35:33

Matan Chorev 35 minutes 33 seconds

Jimmy want to just talk now?



Todd Helmus

 stopped transcription