**Transcript**

July 14, 2025, 7:18PM

 **Todd Helmus** 0:04  
Alright, so first questions, just real first part of the conversation relates just to Heather.

 **Heather Williams** 0:11  
Hi sorry I'm late.

 **Todd Helmus** 0:13  
It's OK.  
How you doing?

 **Heather Williams** 0:15  
Good.

 **Todd Helmus** 0:16  
OK.  
I think I just the The upshot is we're trying to work through like where should bill be investing his money?  
For AI supported research methods at Rand, and he's interested in what methods are common, what methods are important, what aspects of those methods are potentially ripe for investment using AI?  
So that's the background of it.  
My first question relates to just a real basic one.  
Like what research methods do you guys see most commonly come up in the queue for isdP work?

 **Lisa Saum-Manning** 0:56  
Yeah, I mean, I would think a lot of literature reviews, most of our work is heavily qualitative.  
Not necessarily by choice, but I think probably by rote like folks are just used to that method.  
Doctrine reviews.  
You know, we do work doctrine like so like lit review, but also you know more. So looking specifically at doctrine I know this is something Bill was working on where they could kind of do some scans of doctrine.

 **Todd Helmus** 1:14  
What was that last one?

 **Lisa Saum-Manning** 1:26  
And help us kind of look for key themes and things like that.  
There was some sort of tool he had been working on.  
That would be really helpful.

 **Todd Helmus** 1:37  
OK.

 **Lisa Saum-Manning** 1:38  
Wargaming obviously we do a lot of Heather's been doing a lot of that recently as well.  
Umm.  
Had their time in for a second while I'm scanning my brain.

 **Heather Williams** 1:53  
I mean, I talked to Pete Shermer about the the thing that he's been working with Lisa Harrington, I think on games. And that seems like that's an AI product.  
That's designed for conceptualizing games, and like how a game should work.  
I don't know exactly what Bill little has been have been doing, and then they've been. Games have been a big focus for them too, but.  
Like back in the.

 **Todd Helmus** 2:14  
What? What was the tool?  
Pete Schumer, what tool are you referring to?

 **Heather Williams** 2:21  
I'll I'll find the.  
I'll find the name of it.  
But it's.

 **Todd Helmus** 2:26  
I I'm I'm I'm generally familiar with it, but I just want to get the name right.

 **Heather Williams** 2:31  
Yeah, I've had what they're doing, but and I I don't.

 **Todd Helmus** 2:34  
It's for adjudication, right?  
It's a tool that's used to help with adjudication.

 **Heather Williams** 2:38  
No, it's used for like conceptualizing what your game should be.  
It's like like having a cup like you're trying to design A game like you'd be like. I want to have a game on this.  
What should I do?  
I don't know.  
I'm going to use this AI that they built and it's going to ask me.  
Two hours worth of questions, but at the end of that two hours I'll I'll have thought about the best way for me to structure a game.

 **Lisa Saum-Manning** 3:05  
Hmm, that's cool.

 **Heather Williams** 3:06  
Oh.  
So yeah, but what I know, Bill and Elizabeth have a lot of initiatives to do other things, but we were gonna talk about doing with some with westreck, but they were all, but we were running out of classified level.  
But when I think about what I would want personally, the Pi for games, it's like something where you can be having AI assisted adjudication or having AI assist with player roles.  
So either like.  
I have a real life player playing a role and I have an AI playing that same role.  
All simultaneously and I see how the AI differs from the real life person. It can help me compensate for what might be biased in the room.  
Or I can have AI as a player when I don't have the capacity to have a real person here, so I don't have a real body that can play that role.  
I can augment my game with an AI body and then also AI that could potentially be used to.  
Like I want to build a game.  
I only get to 1.  
I only get to really run like one game.  
Right. There's like one event that everybody can sit.  
But what if I also had the AI play this lots of times with slightly different variables or different inputs, so and then I could kind of look at that as a mechanism of robustness.  
I mean, I still think like we spent a lot of time and energy on projects and ICP doing literature reviews, understanding the state-of-the-art in terms of what people know about things.  
And that is an area where AI could be well applied.  
To help us understand what resources that are there and summarize things.  
And maybe even if you're gonna have a human driven literature review to start it off using qualitative analysis.

 **Todd Helmus** 4:51  
A what?

 **Heather Williams** 4:53  
Like even if you start with like a human driven literature review, maybe you then have the AI like trying to figure out what you might have missed.  
You know, here's what I read.

 **Lisa Saum-Manning** 5:05  
I would add.

 **Heather Williams** 5:05  
Here's what I got of it.  
Are there other like resources that I didn't identify?

 **Todd Helmus** 5:10  
Oh yeah. Interesting.  
That's great.

 **Lisa Saum-Manning** 5:14  
Another another method, we use a lot is obviously is interviews so.  
Kind of thinking about coding would be really helpful.  
Usually we've got analysts that will, you know, use like deduce or one of these kind of clunkier mixed methods approached.  
I know there have been some efforts even within sort of the the current platforms like deduce to AI it up but I don't know where they stand with it.  
But if we had something internal to, that would be amazing.  
For just coding large bodies of of interview notes.  
I think something that I'm I'm working through right now is on the dissemination side of the House using AI to develop like interesting ways to disseminate our research like podcasts, for example.  
I've done this with one of couple of my reports. One of Heather's, I think 2 where I've just taken it and put it into like an AI bot.  
There's this one called notebook.  
LLM I think and you can go in and submit a report and then it will just create.  
It's a podcast for you using like two perfectly sounding human beings that are not that will go through and just kind of discuss your report like in a podcast fashion and like, summarize it in an interesting kind of dialogue.

 **Todd Helmus** 6:35  
Huh, that's really interesting.

 **Lisa Saum-Manning** 6:37  
Yeah, I think it's fascinating. I think it's it's something I don't.  
I just actually sent a note to Steve Kistler about this to see. I think there's gonna be some pushback within Rand to have us using something like that.  
To to create podcasts, especially since we're kind of trying to.  
You know Jen up our own podcast initiative. But that to me, I think would be a great way for audiences to digest our work.  
And it's very little cost in terms of doing it like I did in like 5 minutes.  
So if we had something internal like that, maybe we could use to generate those. But again, that's something to like, talk to our CA folks. 'cause I'm I'm sure.  
There are equities and maybe a bit of turf battles with that.  
Will be my guess.

 **Todd Helmus** 7:19  
Yeah. Yeah, it's really interesting.  
So I'm hearing literature reviews, war gaming.

 **Christopher Mouton** 7:24  
Sorry.

 **Todd Helmus** 7:27  
Interviews subject.  
Subject Matter expert interviews.  
Dissemination. What else?  
What else do you guys see in your unit methods wise?

 **Christopher Mouton** 7:41  
It it may be worth capturing on the literature views, in particular a little asterisks on the classification level.  
So I I think we may be able to break up like unclassified and classified literature reviews because I think from a substantive perspective, we actually do it much differently within RAM too.

 **Todd Helmus** 8:03  
How so?

 **Christopher Mouton** 8:06  
One has a Google that's functional.  
And one doesn't and so.  
Yeah, I I think just from a practical perspective of trying to get RA to just dig through or relying on sponsors to quote UN quote, send us the relevant documents where if it was unclassified, I think we actually do a proper academic venture review search.  
Yeah.

 **Todd Helmus** 8:34  
No, I feel you there.  
Do you see? Do you?  
I mean that presented like one value on the AI side on on unclass literature views is it can search these networks and like you say unspir like the the Google doesn't work. So it's hard for a human to search those data sets.  
Is your suggestion that AI is better positioned to target support the unclassified review or is there an opportunity in the classified side?

 **Christopher Mouton** 9:10  
Sorry I I've been meaning to.  
I don't know what's going on with my team, so I've been meaning to restart all day.  
I didn't hear the last part.

 **Todd Helmus** 9:19  
Can AI help with class?  
Is there a way for AI to help with classified lit reviews? Or do you think that's a bridge too far now?

 **Christopher Mouton** 9:30  
I don't know.  
I think it's probably the difficulty times the value is probably still high, but I do think it's difficult 'cause I think at some level you're probably wanting it to create a new Google on Ziper jaywick's, which isn't really kind of for us to do.  
Yeah.  
Dot dot dot.

 **Todd Helmus** 9:54  
Yeah.

 **Christopher Mouton** 9:56  
I do sometimes wonder how much content we have on our clan.  
That we don't know.  
We have. I sometimes go to other people's project folders and I'm like, oh, they have.

 **Lisa Saum-Manning** 10:09  
Hmm.

 **Christopher Mouton** 10:11  
20 dash you know XYZ like oh, I've been trying to get. Yeah, right.

 **Todd Helmus** 10:15  
I've done that.

 **Christopher Mouton** 10:20  
So yeah.

 **Todd Helmus** 10:20  
You get more stuff that way than searching the the the search mechanism.

 **Christopher Mouton** 10:24  
Yeah.

 **Todd Helmus** 10:25  
Which gets you like dated briefings that aren't really helpful.

 **Christopher Mouton** 10:29  
Yeah, exactly.

 **Todd Helmus** 10:31  
No, that's really interesting.  
So, I mean, it's interesting.  
So aside from war games, it sounds like isdp just delves a lot on the qualitative side. Which?  
I know there's like exceptions to that, like when we used to do like some of the social media analytics work and and Heather's social media analytics work.  
Are there other sort of non qualitative stuff that you guys are doing?  
Is there cost analysis playing into it?  
Are there?  
I don't know.

 **Heather Williams** 11:02  
I mean, there's, you know, it'd be useful, I think, to look at like, I guess, I don't know if it's the most productive to have this conversation only with us, Todd, as opposed to have it with some of the Pis. But like Daniel Eagle and Eric Robinson do.  
A lot of like they do some modeling like Daniel's doing a lot of. I don't think I don't think cost estimation is right characterization, but I think there's more quantitative work that could be happening with some of the projects that they get out.

 **Todd Helmus** 11:34  
Yeah, and I'm. I am talking to statisticians. I'm talking to.

 **Heather Williams** 11:38  
Yeah.

 **Todd Helmus** 11:39  
Basically, we've done like set of focus groups with some general researchers, mixed methods, researchers.  
We're doing one with cost analysts.  
We're doing one with stat statisticians as well as talking to units. So we're trying to get the researchers.  
To the extent that that's how you know feasible to get enough of them that give the right problem set. So can you.  
Games are sort of on the up and up, right?  
I mean, wargaming is, can you talk about degree to which wargaming is a growth industry at Rand?

 **Heather Williams** 12:11  
I mean, I think that.  
I don't know if it's a growth industry.  
I I I see it as pretty steady like brand has always been one of the leaders in the space.

 **Todd Helmus** 12:19  
OK.

 **Heather Williams** 12:21  
We have a gaming center.  
We have some steady pots of money like with that are.  
You know that those that's a, that's a pot of money that's given to brands and SRD. It's shared between ATP and ISDP that is designed to incentivize others in the Pentagon to run games.  
So you can come to with the war game incentive fund with no money or some money, and it can augment those resources to execute a game.  
But we've always had lots of other things that people would call games and in a range of what people call games, like sometimes people call games things where you actually might have something concrete like a board.  
And you might have, you know, whereas others call something that's a game.  
A structured form of conversations, often dealing with hypothetical scenarios.  
So people are sitting in rooms and they are talking, but they are talking in a structured design way.  
Either way, casted scenario where they're back casting to create scenarios.  
There can be interactions between them, you know, and some people call those games.  
There are things that brand called games that researchers are doing.  
Called games that maybe, like the gaming center, might say like, well, it's not true game.  
So there's a whole range of things that.  
Fall into those categories, but I don't see that as something that's necessarily happening more than it is happening before.  
I think that's always been a core line of business that we have.

 **Lisa Saum-Manning** 13:59  
I would add to that like yeah, like TTX's is another kind of like way or or workshops.

 **Todd Helmus** 14:03  
Yep.

 **Lisa Saum-Manning** 14:06  
Focus groups where you're just getting a lot of SMEs in the room and talking through a scenario or helping them help you develop a scenario or think you know, react to one.  
So yeah, I guess game is like the overarching way to say, but it really is just like a sort of a like a expert elicitation type events.

 **Todd Helmus** 14:27  
Yeah.

 **Christopher Mouton** 14:28  
And I was just gonna real quick, if it's helpful for where you're going, I I do think the perception or reality, the gaming's sort of coming back into vogue I think is also related to the fact that a lot of the questions we're trying to deal with.  
Now.  
Are more abstract and less concrete than maybe problems we've dealt with in the past.  
So if your primary concern is like optimizing logistics in Afghanistan for the 13th year, it's pretty easy to create just definitive models.  
You sort of know all of the assumptions and, but if it's like, oh, what is economic competition with the PRC look like?  
They're sort of much grander abstract questions that I think gaming helps with.  
And then I'll just throw in another asterisk to help with maybe where you're going with AI. The other thing I've seen that Brandon, the community of large lacks with gaming is some of the documentation. I think a lot of people that participate in games, they just see this.  
Tremendous value.  
You and they can leave the room with incredible insights and then somehow they get written up.  
And either those insights don't get carried forward or it's just not engaging it looks like.

 **Todd Helmus** 15:45  
I mean the document's not capturing the insights or it's not engaging.

 **Christopher Mouton** 15:49  
Yeah.

 **Lisa Saum-Manning** 15:52  
Hmm.

 **Christopher Mouton** 15:52  
Not always, but I've definitely seen that flavor.

 **Todd Helmus** 15:55  
So you see like a way of like submitting like a transcription into into a model that could sort of tease apart something that tease apart content that allows researchers to queue in on issues to to write about.

 **Christopher Mouton** 16:11  
I wonder.

 **Heather Williams** 16:13  
Yeah, I always think like, I think the game like I think inverted record is a good example.

 **Christopher Mouton** 16:14  
Yeah.

 **Heather Williams** 16:18  
Right where?  
Inverted broke those who participated in it, participated in it.  
Got something out of it that was pretty unique.  
It managed to sell a story post game that was compelling in the selling of the story.  
And it was generally the brief and not the paper that sold that story. But like what people.  
Perceived came out of the game became an impact as well.  
So I think you have the ability to do that.

 **Todd Helmus** 16:44  
Say that again.

 **Heather Williams** 16:46  
Like what?  
What people believed, what they were sold on like this is the insight that those that were in the game took away.  
And so that became something whether or not it's even true that that was an insight that gave people then were told that was the insight, so that that became a good finding in and of itself. But.  
I mean, I think there's.  
Yeah, some of this like the structured discussion stuff, I guess, let me let me let you exhaust that line of questioning, Ted.  
Then I have a question for you, Todd.

 **Todd Helmus** 17:19  
Yes, ma'am.

 **Lisa Saum-Manning** 17:20  
Can I add on that too?  
Like just thinking about the the bottom line of these and like what people get out of it, I think one of the things we could use help with, we generate a lot of recommendations and the end of the day, we're there to kind of like, provide not only.  
Insights, but what to do about it?  
And so having something like an AI where where you've got others out like other thoughts outside of your group, thinking about what recommendations might be.  
So you know, if we have a team, we typically don't bring in somebody from like SCW.  
For example, or even really look in the business literature or whatever for like recommendations.  
So having some sort of an outside perspective on like how you know other lessons learned from outside of this problem set could be applied?  
So like running like your kind of your findings across an AI that could say like what in the business literature, how would they solve this or how would they do it within?  
You know geography.  
I don't know whatever the case may be.

 **Todd Helmus** 18:17  
Yeah, much of that.

 **Lisa Saum-Manning** 18:19  
I think we're that's something we struggle with a lot. I feel like we're really good at appreciating the problem and really digging into the problem, but then we exhaust so much time and effort trying to get smart on these issues.  
That in the end of the day, we kind of fall short on what we kind of bring to the table on like a new way of doing something and not only just that broad like information you should share information.  
That's the one we hear so often.  
But then the sponsor's like OK.  
Yeah, that's. I could have told you that. But how so?  
Like, how does the business world share information?  
Do they have some unique type of platform or you know conferences or you know, techniques for for communicating or you know?

 **Todd Helmus** 18:59  
Yeah. And you don't have.  
You can't necessarily have like a business person and every other sort of person on your project, right?  
You need some way of produce of of bringing in.

 **Lisa Saum-Manning** 19:05  
OK.

 **Todd Helmus** 19:09  
New perspectives that you can't necessarily on a three person team.  
Heather, what was your question?

 **Heather Williams** 19:16  
I guess I'm just you mentioned upfront, Todd, that this is bills.  
Marcelino, I assume, is like thinking about where he should spend his resources.

 **Todd Helmus** 19:27  
Roger.

 **Heather Williams** 19:28  
And where I I guess where I'm struggling as like a researcher who's trying to pay attention to all this with, like, limited time on my hands.  
It's like RPG is doing a lot of stuff too.  
And I feel like we have all these interesting threads and.  
Like I was talking to Pete Shermer and Lisa Harrington last week about this, and they were pointing out, too, that like even brands, AI resources like there's two different pages on the RAN Intranet site that tell you what brands AI resources are like. We don't even 22.

 **Lisa Saum-Manning** 20:01  
Hmm.

 **Heather Williams** 20:03  
Different pages that have two different lists of what our resources are.  
And like there's there's an RPG.  
Someone in RPG has built a tool like Delphi chat that can help you do a mock Delphi method where you you can kind of bring different do what you might do in identify.

 **Lisa Saum-Manning** 20:17  
Hmm.

 **Heather Williams** 20:24  
And it's hard for me to say like Bill should do X because I feel like there's lots of different things that I'm not. I'm not aware of what is already being done by some of these other pieces. Yeah.

 **Todd Helmus** 20:34  
Tell me about it.  
I I'm facing that like I I initially thought a key task of ours was to talk about adoption and how we can improve adoption of AI, which gets into a lot of the stuff.  
But then I learned like after a month of having conversations, I learned the other day that somebody else is looking at adoption like.

 **Heather Williams** 20:53  
Uh-huh.

 **Todd Helmus** 20:53  
So there's. So I'm like, OK.  
So maybe I won't look at adoption.

 **Heather Williams** 20:58  
Right. And then like and then even talking to.

 **Todd Helmus** 20:59  
And like, that's just, that's just like the different research streams in it.  
But now I I totally feel you like learning. Like for me, like just as a researcher learning how to apply these different AI methods, understanding what methods like I just learned the other day that there's muse.  
Which helps with coding.  
Qualitative coding.  
Right, so now that's news.  
I didn't know that.

 **Lisa Saum-Manning** 21:23  
That's new. Is it beta or it's actually?

 **Todd Helmus** 21:25  
It's.  
It's in a beta form, but you can use it and they're trying to develop like a documentation to support the validity so people can cite the validity of it. And but you know, I tinkered with it and there's not like a really solid like, like a quote company.

 **Lisa Saum-Manning** 21:37  
Hmm.

 **Todd Helmus** 21:41  
Would provide me like this 5 minute video that would tell me everything I need to know about how to use it like right or get me started like like so they're they're trying to work through those.  
Work issues.  
On it to get it up to speed but but it's there and you can.

 **Lisa Saum-Manning** 21:54  
Yeah.

 **Todd Helmus** 21:58  
If you go to a one of the AI pages, there should be something that references me user. I'll send you the link after I'm done.  
But we've tried to use it and we're still working through it.  
So there's I agree.  
There's this whole adoption thing, and I and I'll ask and I'd be curious. Like, what would you recommend on the adoption side?

 **Heather Williams** 22:16  
Yeah. I mean, even like the question you started with Todd, like what methods do we use in ISDP?  
My reaction is like, well, can we put all the ISTP reports into an AI and the AI tells us what methods we use. Since we talk about the methods and the reports like and have it pull out what methods we use but.

 **Todd Helmus** 22:33  
We did that.

 **Heather Williams** 22:35  
Yeah.

 **Todd Helmus** 22:36  
But we can't.  
We can't search it by units.  
It's not, it's not.  
It's hard to search by units, so we did it by Rand, but we did.

 **Heather Williams** 22:41  
OK.

 **Todd Helmus** 22:43  
We ran LLM on five years worth of reports to look at methods.

 **Heather Williams** 22:48  
Evans.

 **Todd Helmus** 22:49  
And it's like the results are like 15 different number one, it took us a bunch of iterations on this to get it right.  
Even now, I'm not sure we got it right.  
But the literature review is the biggest one. And then?  
Statistics.  
Is the next you know statistics, which is, you know, not a small category.

 **Heather Williams** 23:10  
Yeah.

 **Todd Helmus** 23:11  
And then interviews after that, and then various forms of interview data.  
So the there are ways to search that Rand wide.  
Getting it by the units, we have not been able to do yet, but I feel you.

 **Heather Williams** 23:26  
And why do you and why do you want it by the unit? So that you so so that, like NSRD, money gets spent on the things that NSRT finds the most important?

 **Todd Helmus** 23:34  
Well, these are rant.  
This I my assumption here.  
This is Rand money, not isdp money.  
And it would be really easy as a guy who does qualitative work mostly in ISDP to say, well, the most important thing is this qualitative thing.

 **Heather Williams** 23:40  
Yeah.

 **Todd Helmus** 23:47  
Or for literature reviews, but other units are heavily invested in statistics.  
And and large datasets and cost analysis and things like that.  
So yeah, I'm trying to like represent Rand in this writ large and at the same time highlight how different units, what's important to different units.  
It's to make sure that those units are represented adequately in this.

 **Heather Williams** 24:10  
OK.

 **Lisa Saum-Manning** 24:12  
Even that would be great to see, like take a isdp report and say OK.  
What if you threw in something from the statistics side?  
What would they add to this report?  
Like what could they have done to it?  
Because you know, to the point again about there's not as much cross pollination. Again, you know across Rand that we should have and like what else could we have done with this method like I do. We've talked about this before with an ISP like it does feel a.  
Little bit of like rinse and repeat with.  
Its interviews.  
It's case studies.  
Lit reviews like that's pretty much all we do. So it'd be nice to throw in some statistics to bolster a proposal, for example, like, hey, we can do this, plus we can add, you know, some sort of rigor in a different way that our sponsors aren't used to.  
Seeing.

 **Todd Helmus** 24:55  
Yeah. And I think you're probably. It's also probably a function of the people that come in and do is DP work their political scientists.  
Whereas you know health brings in a whole different set of people.  
People focus on RCTs and.  
Determining causality and with statistical methods and etc etc.

 **Lisa Saum-Manning** 25:13  
Hmm.

 **Todd Helmus** 25:15  
It's been one instrument piece of this is doing the focus groups with a lot of different people and having these cross conversations with Rand researchers.

 **Christopher Mouton** 25:24  
So Todd, can I throw out for the the sort of adoption, I think what you're seeing a lot in private industry now is actually no longer trying to go for these giant wins, this idea of like revolutionizing our research like our research is really complicated brandites are except.  
Individualistic, and have all sorts of you know.  
Sort of.  
Individualized approaches, but to get the fundamentals right so.  
I think things like being able to format our documents in the ramp up standard, you know, especially if it was like you load in your word documents, you get a Word document back out with track changes. All of the footnotes formatted correctly. You know the whole it it.  
Just it's one of those things that just saves a lot of a lot of time.  
It doesn't try to solve the exquisite problem.  
Or even the RAM chat like the RAM govchat. For some reason RAM has decided that they're gonna use a system prompt that is different than ChatGPT system prompt.  
So it says like the system prompt is your RAN researcher. So then ChatGPT goes oh I got it.  
My job is to be unhelpful and then it's like it's it's not.  
It's all those things or I think the conversation we're having.  
Of like a people Finder or whatever we call that has actually read everybody's.  
Research and incorporates the kinds of work they actually do.  
I think we might get a lot of mileage.  
Would have just nailing those basic elements and really.  
In a.  
In a way that I think revolutionizes that as parts of the workflow.  
Rather than trying to tackle like what does, a Rand researcher do?  
So that's my, that's my opinion.

 **Todd Helmus** 27:23  
No, I I I I totally.  
I totally feel that.

 **Christopher Mouton** 27:26  
But yeah.

 **Todd Helmus** 27:27  
And there's a lot of, like, things that researchers across Rand do consistently.  
I mean, maybe less an isdp, but most people have to write proposals or for State department like back when State Department offered proposals, right?  
There was a you have to write proposals and those proposals involved, like a pretty SIM.  
Like what is the problem?  
What is the research that's out there?  
What is the hypothesis?  
How is my idea gonna solve this hypothesis?  
And that is.  
Seems uniquely capable of being applied with an with an LLM that you could feed it a bunch of proposals and it could help. Think through that issue.  
The writing is common.  
The publication process is common.

 **Christopher Mouton** 28:08  
But but let me just echo that.

 **Heather Williams** 28:08  
I mean like if you had a. No, no, sorry for those if you had, if you had a system where I could say tell me about, like and I could put in any combination of like a project name or a publication name or a PPT or something and.

 **Christopher Mouton** 28:13  
Oh.

 **Heather Williams** 28:23  
Then it gave me like a standardized spit out everything about it.  
This was funded by such and such just ran from such and such a. This was the publication that came out of it.  
This is what the publication says and what it's about.  
This is who you know was crawled in the project.  
Is now that information being scattered.  
Across five different systems, I piece it together.  
That would be something that would probably save me at least 10 minutes a day.

 **Todd Helmus** 28:46  
Yeah, I that that's one of the that came across too that like contracts right now is in sort of its own separate vacuum. Yet if that information could be merged with the reports and the products.  
That could help a lot of folks thinking about proposal ideas and other things like that.

 **Christopher Mouton** 29:07  
Yeah, and sorry, just just to echo, because I really think this is and you do see again industry when they're publishing on how they're adopting AI, the grandeur of what they're doing is coming down. And I I think we should probably follow that trend.  
So like our project descriptions, you know, you know in the front matter we copy like the title from the PD and like.  
Core competencies and they never match.  
And we always get a question like which?  
Oh my gosh, we should literally be able to just upload our PD.  
All gets formatted.  
All that front matter stuff taken care of.

 **Lisa Saum-Manning** 29:45  
That would be great.

 **Christopher Mouton** 29:49  
Exactly. And I think we're gonna just see huge wins there.  
And then it's just a matter of deciding which of those to do. But yeah.

 **Lisa Saum-Manning** 30:03  
And having I mean at least having some sort of a ability to check on any potential hallucinations, I mean, some of this stuff is.  
And I'm not 100% confident that what it spits out.  
So if I have to then spend so much time going back and checking the work.  
I'm going to do everything.

 **Todd Helmus** 30:20  
Yeah. I asked.  
I asked Ryan's chat to give me some citations for our Africa work, and I think all four of them are fabricated.

 **Lisa Saum-Manning** 30:28  
Yeah.

 **Todd Helmus** 30:28  
So.

 **Lisa Saum-Manning** 30:30  
That really concerns me.

 **Todd Helmus** 30:32  
At least there's no such thing on the Internet with those titles.

 **Christopher Mouton** 30:33  
Which?  
I which I think Todd gets to the point. I think those kind of true research questions AI still struggles with and it's not ideal for if it was, oh, populate this template with the content from the PD, you could fine tune ChatGPT to do that and I.

 **Todd Helmus** 30:55  
Yeah.

 **Christopher Mouton** 30:56  
Can guarantee with 99 point with more accuracy than us humans.  
It it won't hallucinate.  
And they'll get that right.

 **Lisa Saum-Manning** 31:06  
Hmm.

 **Christopher Mouton** 31:07  
So again, I and that's where industry's going.  
It's really just good at that stuff.  
1st.  
Yeah.

 **Lisa Saum-Manning** 31:16  
I would love a finding of this, Todd to be like, OK.  
We figured out the things that AI can do.  
What can't they do so that when all of our jobs are under threat, that AI is taking over?  
Like what do we do better?  
What can it ultimately you still need us?  
The end of the day, if it can populate all the forms that we can fire all of contracts, it can do you know.  
Research, whatever the case may be.  
What is it that ultimately it cannot do and make that a key finding that we can take the Doge or whoever else?

 **Todd Helmus** 31:43  
Yeah.

 **Heather Williams** 31:43  
Well.

 **Lisa Saum-Manning** 31:46  
They consider ways to eliminate us.

 **Heather Williams** 31:49  
And I appreciate Chris's point of like rather than trying to have it do our jobs, which we probably can only do best, why doesn't it create efficiencies for us and all of the NIM picky things that pull us away from our jobs?

 **Lisa Saum-Manning** 32:02  
Mm-.

 **Todd Helmus** 32:04  
Yeah, like managing e-mail, managing calendars.  
Editing material as we write it. I mean, Grammarly already does that, right?  
I think grams has a little bit of a Grammarly beta version, but.  
If you trained a Grammarly on on Rand style reporting, that could probably help a lot.

 **Heather Williams** 32:22  
Oh, please don't. Please don't.

 **Todd Helmus** 32:24  
Or.

 **Heather Williams** 32:24  
Please don't train our.  
Please train our Grammarly on good writing and then have it challenge Rand style writing.  
That's what I would actually ask.

 **Christopher Mouton** 32:35  
Sorry, just to that point.  
I I've done it myself is you can pick a brand researcher and any Rand researcher has enough writing that you can get a GPT to write in their style.  
It's shockingly good that when I've done it to other people, they have literally been confused because they're like, oh, I I thought I still owed you that chapter.  
Like I I didn't realize. Awesome. I was like, oh, no, no, no.  
You you didn't write that.  
But yeah, those are things that, that, that can totally be done.  
Every brand researcher can have their own GPT.  
And then you can pick another land resource.

 **Todd Helmus** 33:18  
Yeah, yeah, I thought.  
Yeah, because, you know, like I can ask an LLM to write something for me.  
But if I have to rewrite it in my own style then that's not very helpful.  
All right, this is really helpful. 99 minutes left.  
I don't take all nine minutes, but anything else?  
Any other?  
Any other sort of like?  
Aspects of some of the core like research methods that we're doing on the like on the literature review side or on the interview side that might be helpful like on the interviews you mentioned coding anything.  
Any other aspects of that work with them?  
Would be helpful.

 **Lisa Saum-Manning** 33:58  
Maybe on our QA piece of it, like there's some specific things like you look at it from a management lens like, you know, are the recommendations like actionable or they sound.  
Are they reasonable?  
I mean the the LLM would have to be I guess.  
Fed what examples of that look like, but making sure that it's consistent and logical?  
Making sure that it does what it says it's going to do. So just like sort of we could give it a list of things to be checking for.  
Consistently, through reports wouldn't mean we wouldn't still review them, but it could catch things that when you're reading through a 300 page report, which thankfully we're not doing as many that long, but still it could help kind of like pick out things that maybe we miss.

 **Todd Helmus** 34:42  
Yeah.  
OK. I guess any other?  
Any other?  
Any risks associated with you mentioned some of them, like replacing all of us.

 **Lisa Saum-Manning** 34:56  
Hallucination. Hallucination.

 **Todd Helmus** 34:56  
Any other risks?

 **Heather Williams** 34:58  
I just don't think.  
I don't think it's trustworthy and I don't think it's capable of original thought.

 **Todd Helmus** 35:04  
It's definitely not capable of original thought in that sense, right?

 **Heather Williams** 35:09  
I mean, we're if we're doing our jobs well, that's what we should be doing.  
Right. Original insight so.

 **Christopher Mouton** 35:20  
Which I think echoes starting sort of process and then working off.  
I really do think makes a lot of sense. I I think it's one thing.  
I mean, I use AI pretty heavily, like I'll have three screens and multiple models running, and I have models I've OK.  
But I sort of have the particular insight to manage that and to know where risk might I think if it's just a generic Rand tool doing something, I think the risk that someone copies and pastes that and puts in their report.  
And then it goes out and gets caught. It's high.  
So I think it is better to start with all of those processes and those things that.  
If it's an official Rand tool, those things that we know are right.  
And then build from there.

 **Todd Helmus** 36:08  
Huh.

 **Lisa Saum-Manning** 36:10  
One other thing that we might think about is like from a strategic perspective, what could AI do to help kind of scrape what's going out on in the world?  
Like what are the key leaders like?  
Relevant to what we do. What are they saying?  
Where are they going?  
What are they doing and having like a, you know, like a summary for the week of, like, hey, you know, Admiral Paparo said this in this form and that and then so that we could use that when we're trying to think about, you know, different kind of study.  
Ideas or or, you know, sort of potential sponsors?  
What are the key leaders saying?  
What are the buzzwords out there?  
I know we get a little bit of that with like the congressional kind of like stuff that we get.  
You can get the idea where you can go through and like they synthesize like you know, kind of like news news kind of like news articles I guess.  
But something that's just really honed in on what our business.  
Sort of. Profile is having an AI being able to be out and searching for that. We tried to do that.  
We still kind of were talking about doing that with having like an analyst come and like, have an eye out on what's going on. Like even like looking for conferences like just any opportunities where we should know about them, whether we're sending researchers out to go and you.  
Know some visibility going to a conference and giving a, you know talk or or there's a key leaders coming in town that maybe we want to think about inviting like those kinds of things like current events.

 **Todd Helmus** 37:28  
Nope. Yeah, I can see that.  
I remember searching the other day about like 'cause I have to use my pet money. So I'm like what conferences are in this field and the answer I got on Google was just unsatisfying.

 **Lisa Saum-Manning** 37:34  
Yeah, right. Yeah.

 **Todd Helmus** 37:38  
And then I realized a week later I missed a big conference.

 **Lisa Saum-Manning** 37:38  
Yeah.  
Yeah.

 **Todd Helmus** 37:43  
Right. So.  
That that could be really helpful.  
OK.  
Last question, anything you guys can do anything that makes sense that anything the unit should be doing to promote AI use or not?  
Promote it.

 **Heather Williams** 37:57  
I mean, I think the unit should be all teaching us how to be more like Christmas, Todd and how I want to be more like a Christmas AI.

 **Todd Helmus** 38:02  
Say again?

 **Heather Williams** 38:06  
That's my that's my goal for.  
Our our, our next couple months together Chris however many weeks or months.  
It'd have instincts to pull in AI.

 **Todd Helmus** 38:20  
To to Chris Moutana ourselves.

 **Lisa Saum-Manning** 38:23  
Hulu.

 **Heather Williams** 38:23  
Chris moohtani ourselves.

 **Christopher Mouton** 38:25  
I'm. I'm I'm I'm I'm there.  
Let's let's but, but to answer you, I think talk. I'm a little bit rant's small enough.  
I'm a little bit of a believer.  
If you build it, they'll come.  
I think if we actually have tools that are highly functional and truly deliver.  
People are gonna catch on pretty quickly.  
I think when we don't have those tools.  
Trying to push them.  
Ever works.

 **Todd Helmus** 38:56  
So having like a checklist that said I use these AI tools in my research.

 **Christopher Mouton** 38:57  
Grande yeah.

 **Todd Helmus** 39:02  
That might not be helpful yet.

 **Christopher Mouton** 39:06  
I don't think so.  
I think what's helpful is like, oh, somebody builds, uses a tool that totally works like, Oh my gosh, I did all of my citations perfectly. And then they're like, oh, cool.  
How'd you do that?  
And pretty soon, I think everybody's gonna do it.  
But if it's like.

 **Todd Helmus** 39:24  
I think there's a there's an impetus to have more talks at Rand of researchers sharing their battle rhythm.  
Their their their process rhythms.

 **Lisa Saum-Manning** 39:35  
There's a AI circle.  
They do this.  
I think maybe Bill runs it where you can go and share ideas how you're using your work. But I think to Heather's point earlier, like it does feel really disaggregated.  
It is some word of mouth and then their AI circles and online. And like there are all so many different places where you get it, but that the good stuff will rise to the to the top because probably mostly by word of mouth. People are just gonna kind.  
Of learn, although even that could be stove piped within.  
You know FFRDCS for example.  
Maybe some great things are happening and SCW that we could use. We'd have no idea.  
So.

 **Todd Helmus** 40:13  
All right, guys. Thank you.  
I really appreciate your time.

 **Heather Williams** 40:17  
Good luck, Todd. Not an easy task.

 **Todd Helmus** 40:18  
Thank you.

 **Lisa Saum-Manning** 40:19  
Yeah, let us know.

 **Christopher Mouton** 40:20  
Thanks Todd.

 **Lisa Saum-Manning** 40:21  
Are we gonna find out?  
Are we gonna find out what's we have to get AI to tell us?

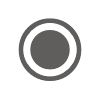
 **Todd Helmus** 40:22  
No, no. Yeah, I mean, I hope so.  
I hope so.  
I gotta write something so.  
I hope that gets shared.

 **Lisa Saum-Manning** 40:30  
OK, good. Alrighty. Thank you.

 **Todd Helmus** 40:32  
So OK, bye.

 **Christopher Mouton** 40:35  
Yep.

 **Lisa Saum-Manning** 40:35  
Bye.

 **Todd Helmus** stopped transcription