

THE FIFTH PARAMETER | Issue 003 |

The Scale Dilemma

Heather Grizzle · June 13, 2026

Innovation can solve accessibility challenges, but scale alone cannot guarantee public trust. Governance, stewardship, and accountability will shape what comes next.

Nyob rau ntau lub hli dhau los no, muaj ib lub ntsiab lus rov qab tshwm sim thoob plaws cov lus sib tham txog cov cuab yeej sign language, kev tsim kho kev nkag mus tau (accessibility innovation), thiab artificial intelligence. Txawm yog qhov kev sib tham pib nyob rau hauv kev kawm ntawv siab, kev lag luam, tsoomfwv, los yog cov chaw sib txuas lus hauv zej zog, cov neeg koom nrog yeej yuav los txog ib qho kev xaus tib yam: yuav tsum muaj ntau tshaj qub. Ntau tshaj qub kev tshawb fawb. Ntau tshaj qub kev nqis peev. Ntau tshaj qub kev tsim khoom siv (infrastructure). Ntau tshaj qub cov ntaub ntawv (datasets). Ntau tshaj qub kev koom tes. Ntau tshaj qub kev tsim kho tshiab. Rau cov zej zog uas tau siv sijhawm ntau xyoo tawm tsuas thov kev lees paub, kev nkag mus tau, thiab kev koom nrog, qhov kev xav tias yuav tsum tau ceev npaum no yeej yog ib qho nkag siab tau. Tsawg tus neeg xav ua tus thaiv txoj kev vam meej, tshwj xeeb yog thaum cov kev tsim kho tshiab hauv thev naus laus zis zoo li muaj peevxwm daws cov teeb meem ib txwm muaj los ntau tiam neeg dhau los. Txawm li cas los, hauv qab qhov kev txaus siab ua ke no muaj ib qho kev xav uas tsim nyog yuav tsum tshawb saib kom sib npaug. Zoo li tias, sab kev nkag mus tau (accessibility sector) tab tom lees yuav ib qho kev ntseeg uas tau dhau los ua hauv paus rau tag nrho kev lag luam thev naus laus zis: tias qhov loj ntw (scale) nws tus kheej yeej muaj txiaj ntsig zoo thiab tias cov kaw lus loj yeej yuav coj tuaj rau cov txiajntsig zoo tshaj.

Qhov kev xav no tsis tau tshwm sim nyob hauv cov zej zog kev nkag mus tau. Nws tshwm sim los ntawm ib lub kaw lus thev naus laus zis uas tau tsim los ntawm platform economics, venture capital, network effects, thiab kev tsim kho raws ntaub ntawv (data-driven development). Nyob rau ob caum xyoo dhau los, qee lub tuam txhab thev naus laus zis muaj hwjchim tshaj plaws hauv ntiaj teb tau ua tiav qhov kev tswj hwm los ntawm kev caum qhov kev loj hlob nrawm heev. Txoj kev xav uas tseem ceev tshaj tau los mus yooj yim: yog muaj neeg siv ntau tshaj, muaj ntaub ntawv ntau



tshaj. Ntaub ntawv ntau tshaj tsim cov kaw lus muaj peevxwm ntau tshaj. Cov kaw lus muaj peevxwm ntau tshaj coj neeg siv ntau tshaj tuaj. Kev vam meej tau los sib npaug nrog kev nthuav dav, thiab kev nthuav dav tau los sib npaug nrog kev kav mus rawv. Thaum cov kev xav no nthuav mus thoob plaws hauv thev naus laus zis, lawv tau hloov mus zuj zus los ntawm kev xaiv raws lub tswv yim mus rau qhov kev ntseeg tsis muaj kev xam pom. Cov lus nug txog qhov loj ntws (scale) tsis tau raug sib cav lawm vim qhov loj ntws nws tus kheej twb tau los ua lub hom phiaj lawm. Niaj hnub no, thaum cov neeg pab txhawb kev nkag mus tau tham txog cov ntaub ntawv loj dua, kev siv dav dua, los yog kev tsim kho ceev dua, lawv feem ntau ua li ntawd nyob hauv ib lub qauv uas tau txais los ntawm ib lub kev lag luam uas nws cov lub hom phiaj tsis yog tau tsim los ncag qha rau cov cai neeg xiam oob khab, kev lav phib xaub hauv zej zog, los yog kev saib xyuas rau pej xeeem.

Qhov kev nyiam qhov loj ntws (scale) tsis nyuaj kom nkag siab. Cov cuab yeej sign language ntsib ib qho kev sib cav tiag tiag txog kev muaj peev txheej. Cov kws tshawb fawb feem ntau hais txog qhov muaj tsawg cov ntaub ntawv lus (linguistic datasets) uas zoo. Cov koom haum nyuaj siab nrhiav nyiaj txiag ruaj khov. Cov project feem ntau ua hauj lwm nyob hauv ib puas tsav yam uas tsis sib txuas, uas cov hauj lwm tsim nyog rov ua dua, raug cais tawm, los yog tso tseg thaum cov koom haum lub hom phiaj hloov. Piv rau cov cuab yeej lus hais (spoken language technologies), sign language ecosystems tseem tsis tau muaj peev txheej txaus li. Saib li no, cov lus thov kom muaj ntaub ntawv loj dua thiab kev tsim kho ceev dua zoo li yog qhov muaj laj thawj thiab tsim nyog. Yog tias cov cuab yeej kev nkag mus tau yuav siv tau dav dua, yuav tsum muaj cov kaw lus infrastructure txaus los txhawb lawv. Yog tias cov zej zog yuav tau txais txiajntsig los ntawm kev tsim kho tshiab thev naus laus zis, cov kev tsim kho tshiab ntawd yuav tsum muaj ua ntej. Tsawg tus neeg saib xyuas uas muaj laj thawj yuav tsis pom zoo rau qhov tseeb no. Qhov teeb meem tsis yog qhov xav tau kev loj hlob. Qhov teeb meem yog qhov niaj hnub kev xav tias kev loj hlob yog tib yam uas tseem ceev.

Keeb kwm qhia tias cov kaw lus thev naus laus zis tsis tshua nyob deb ntawm kev cuam tshuam thaum lawv loj hlob. Infrastructure tsis tsuas yog txhawb kev ua hauj lwm; nws tseem tsim nws thiab. Cov koom haum uas tsim infrastructure feem ntau tau txais lub hwjchim tswj hwm cov qauv, lub hom phiaj,

The problem is not the
desire for growth. The
problem is the
tendency to treat



thiab txoj kev txiav txim uas tshwm sim nrog nws. Cov network thauj mus los tsim kev lag luam. Cov network kev sib txuas lus tsim cov kev nqis dej num. Cov digital platform tsim kev koom nrog hauv kev sib tham pej xeeem.

Nyob rau txhua qhov xwm txheej, kev sib tham thawj zaug feem ntau nyob rau qhov peev xwm. Lub kaw lus no ua tau dab tsi? Nws pab tau pes tsawg tus neeg? Nws yuav loj hlob tau nrawm npaum li cas? Tsuas yog tom qab ntawd xwb thiaj muaj cov lus nug dav dua txog kev lav phib xaub, kev tswj hwm, kev sawv cev, thiab qhov tseem ceev rau pej xeeem. Txawm li cas los, thaum cov lus nug ntawd raug nug, cov koom haum twb tau tsim tag lawm ncig ib puag ncig cov infrastructure ntawd. Kev vam khom twb loj hlob lawm. Kev sib tham hloov ntawm kev tsim cov kaw lus mus rau kev tswj cov txiajntsig uas tshwm sim.

Sab kev nkag mus tau (accessibility sector) tam sim no nyob rau hauv ib qho txheej txheem tsawg heev thiaj muaj. Tsis zoo li ntau lub sij hawm hloov thev naus laus zis dhau los, tseem tshuav ib qho sij hawm los tham txog cov lus nug no thaum cov infrastructure hauv paus tseem tab tom tsim tsis tau tiav. Lub sij hawm no yuav tsum tsis txhob suav tias yog ib qho kev xaiv nruab nrab ntawm kev tsim kho tshiab thiab kev tswj hwm, thiab yuav tsum tsis txhob luv luam tias yog kev sib cav nruab nrab cov neeg uas nyiam kev ceev thiab cov neeg uas nyiam kev ceev faj. Cov qauv xav li no ua rau qhov teeb meem yoojyim dhau lawm. Cov lus nug tseem ceev tshaj yog txog kev saib xyuas (stewardship). Cov zej zog kev nkag mus tau yuav txhawb tau li cas kom muaj kev tsim kho tshiab thaum tseem ceev nyob kom cov qauv uas tshwm sim ncig ib puag ncig kev tsim kho tshiab ntawd tseem lav phib xaub rau cov neeg uas nws yuav tsum pab? Cov koom haum yuav caum tau qhov loj hlob (scale) li cas yam tsis cia qhov loj hlob nws tus kheej los ua tib qho ntsuas kev vam meej? Cov zej zog yuav koom tau li cas hauv kev tsim kho thev naus laus zis yam tsis tso tseg lub hwjchim tswj hwm cov kaw lus uas tab tom tsim nyob rau lawv lub npe?

THE STEWARDSHIP QUESTION

How can accessibility communities encourage innovation while ensuring that the structures emerging around that innovation remain accountable to the people they are intended to serve?

growth as though it is
the only variable that
matters.



Cov lus nug no tseem ceev tshwj xeeb vim cov cuab yeej kev nkag mus tau (accessibility technologies) muaj ib qho chaw tshwj xeeb nyob hauv zej zog. Tsis zoo li ntau yam thev naus laus zis rau cov neeg siv khoom (consumer technologies), cov kaw lus kev nkag mus tau feem ntau txuas nrog cov cai neeg (civil rights), kev kawm ntawv, kev ua hauj lwm, kev kho mob, kev sib txuas lus, thiab kev koom nrog rau pej xeem. Kev vam meej ntawm lawv tsis tuaj yeem ntsuas tsuas yog los ntawm cov lej kev siv, cov kev loj hlob, los yog cov kev ntsuas thev naus laus zis. Cov cuab yeej kev nkag mus tau vam meej thaum lawv nthuav dav txoj hauv kev, txhawb kev koom ua ke, thiab txhawb kev koom nrog uas muaj ntsiab nyob hauv zej zog. Kev ua kom tau cov txiajntsis ntawd yuav tsum tau ntau tshaj qhov peev xwm thev naus laus zis. Nws yuav tsum muaj cov qauv tswj hwm uas muaj peev xwm tuav rawv kev ntseeg siab, tswj kev lav phib xaub, thiab xyuas kom cov txoj kev cia siab ntawm cov zej zog tseem pom tau ntev tom qab qhov kev xyiv fab txog kev tsim kho tshiab tau ploj mus lawm.

Yav tom ntej ntawm kev nkag mus tau (accessibility) yeej yuav yuav tsum tau ntau dua cov ntaub ntawv loj, cov infrastructure ruaj khov, thiab kev tsim kho thev naus laus zis txuas ntxiv mus. Ntawm qhov ntawd yuav tsis muaj kev sib cav ntau. Qhov nyuaj tshaj yog xyuas kom qhov kev caum qhov loj hlob (scale) tsis txhob tsis tau pom tias tau tso tseg cov nqi zog uas ua rau kev txhawb kev nkag mus tau tsim nyog muaj thawj zaug. Thaum cov cuab yeej kev nkag mus tau txuas ntxiv loj hlob tuaj, lus nug tseem ceev tshaj ntawd yuav tsis yog seb peb ua tiav qhov tsim cov kaw lus loj dua los tsis. Nws yuav yog seb peb ua tiav qhov tsim cov kaw lus uas tseem tsim nyog rau kev ntseeg siab pej xeem tom qab lawv ua tau loj hlob.

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Grizzle, H. M. (2026, June 13). THE FIFTH PARAMETER | Issue 003 | The Scale Dilemma. Novara Consulting Group. <https://www.novaracg.com/hmn/2026/06/13/the-fifth-parameter-issue-003-the-scale-dilemma/>

