

### Chapter 1 : Test Construction and Targeted Factor Solutions Derived by Multiple Group and Procrustes Me

*A Procrustean solution is the undesirable practice of tailoring data to fit its container or some other preconceived structure. In a Procrustean solution in.*

I have lived in residential institutions in Germany, used community-based municipal homehelp in Sweden and had cash payments to hire personal assistants in California and in Stockholm. I studied service delivery systems professionally - I am a research economist by training - and personally by trying to live a life with work, family, travel and interests, in different countries, often with the help of services and often despite the services. I am active in the Independent Living Movement where we work for self-determination, self-respect and equal opportunities and against the medicalization of disability. We are full citizens, not patients and objects of care. I am with the Independent Living Institute where we spread information and design and implement pilot projects to improve our opportunities for self-determination. Typically, these pilot projects complement existing public services. All would have equal opportunities, earn a living and support themselves. This is an interesting thought but not the reality. People with my extensive personal assistance needs, for example, cannot reasonably be expected to earn enough to pay for their services. But the argument suggests a relationship between the way society is designed and our needs of support services. Need for individual support services as function of Universal Design In Diagram 1 equal opportunities for all members of society are on the vertical axis. On the horizontal axis is the degree to which the man-made environment - buildings, transportation, communications - has been built according to the Universal Design principle, i. But beyond a point there is only slight improvement in our opportunities. For example, an accessible bus down the street helps greatly, but if I do not have somebody to help me get up in the morning, I still cannot get to work. Even with the most accessible infrastructure some of us will always need individualized support services to compensate general solutions that can never completely meet all individual needs. Procrustean services I see two distinct service delivery models. They differ in their assumptions about the people they are to serve and in the degree of user empowerment. Procrustes in Greek mythology offered his bed to tired travelers. Those who were too short, he would stretch until they fit. Those who were too long, he shortened with an ax. City employees came to me in the morning to help me get ready for the day. I could not choose the workers who were often late, uninterested, and incompetent. I was lucky, if they came at all. At night, two workers would make their rounds from one client to the next in a predetermined order. The night patrol, as they were called, was rarely on time and going out in the evening was risky, if I wanted to sleep that night in bed. I had no choice but to adapt my lifestyle to the service. Somebody else made the decisions, I as the user was the smallest cog in the machinery. But even if there had been administrators who understood my needs, it would have been impossible for the system to accommodate people who wanted to go to bed as they pleased or to guarantee female staff to women who wanted female workers for assistance with intimate physical needs. The system was as flexible as a railroad, as efficient as a steam roller in flattening out differences in lifestyle among its users. In Stockholm, for example, you need to book your ride at least 24 hrs in advance with the exact time and address for trip origin and destination. En route the driver may pick up and drop off more disabled passengers which may delay you considerably. Flexibility which most people require in order to work, to manage their personal affairs or to raise children has apparently not been a design criterion. Post-Procrustean service delivery Social policy has progressed since the days of Procrustes and today we see a growing number of services that have the following characteristics: Needs are expressed in the number of hours of services per week. Assistance with personal hygiene, eating, communicating in the case of non-verbal persons, household chores, assistance at work, getting around town or traveling abroad are to be covered. The monthly payments are neither means-tested nor taxable but have to be fully accounted for. With these funds the individual assistance user can purchase services from any service provider. The remainder purchases services from private companies or employ their assistants themselves. Any combination of these alternatives is permitted. Today, instead of putting up with the workers of the municipal home help services I am a member of a user cooperative to which I delegate all paper work and concentrate on recruiting, training,

scheduling and supervising my staff. I have maximum control over the services which I receive, because I am the service provider. I am the boss. With the municipal homehelp services in Stockholm I would have had great difficulties in pursuing a career, not to think of traveling and working abroad. I would have hesitated to get married. An equal, mutually supporting relationship with freedom for both to develop would have been impossible. Also, we would not have decided to have a child, since I would not have been able to take part in the practical aspects of parenting. In line with the Universal Design principle 5 a number of wheelchair accessible cabs run in regular taxi traffic. Wheelchair users can call regular taxi switchboards and order a wheelchair-accessible cab within 45 min. Such mainstream taxi solutions exist in numerous cities in Europe and around the world. In the UK and Australia legislation requires any taxi vehicle to have wheelchair access starting in Under such conditions there is little need for special services for disabled people. What is required are subsidy schemes that provide disabled users with purchasing power. Comparisons We return to Diagram 1. The dotted area, as you recall, denotes the gap between complete equality of opportunities for all members of society and the degree of equality of opportunities that is supported by the full application of the Universal Design principle. This gap needs to be compensated by individualized support services. But which type of services? Post-Procrustean solutions have the following advantages over Procrustean services: Procrustean services originated, when the medical model of disability was strong and services were typically provided in institutional settings. To view service users as passive objects without choice or control is not compatible with a modern interpretation of citizenship. To deny individual differences in needs and preferences is dehumanizing. Procrustean services tend to rely on centralized planning and monopolistic service provision. For similar reasons public power and telephone monopolies are de-regulated today. Freedom of choice and increased efficiencies through competition can benefit also our sector. For these reasons Procrustean services promote dependence and passivity, Post-Procrustean services provide conditions for individual self-determination and growth. Whenever the government tried to introduce cut-backs, hundreds of persons with extensive disabilities demonstrated in the streets, in any weather, to defend the reform and the improvements in their life they have accomplished with it. Procrustean services use resources less efficiently. They typically offer the user no choice but only one service bundle without the possibility of changing its contents. Here is an illustration: He would prefer driving his adapted car to work but cannot afford the gasoline prices. But present rules do not allow such flexible solutions. I do not argue that Post-Procrustean services are cheaper to the taxpayer. Cost aspects are secondary when it comes to human rights. Quality measurement is impossible when users have no acceptable alternatives to compare. We know what happened when citizens there could vote with their feet. The obstacles One big obstacle to the introduction of more Post-Procrustean services are the users themselves. They will need much advice, encouragement and many examples of other people in the same situation who took the plunge before. Here is an important role for organizations of disabled people. The Independent Living movement in many countries offers peer support groups to persons who contemplate changing to Post-Procrustean services. Yet, often, there is no need to agonize over difficult changes, since in many direct payment schemes users can purchase services from any provider including their current Procrustean service agency. In Belgium, for example, institutionalized disabled persons are now free to turn their direct payments over to the institution or to use it to move into the community when they feel ready. The money follows the individual - not the agency. During these decades, thousands of Belgian disabled people had to spend their lives in Procrustes beds. Negative stereotypes, exacerbated by media campaigns for fundraising, have made it difficult for politicians to support direct payment initiatives that assume recipients who can act in their own best interest and manage their own affairs. The issue of direct payments vs. A common argument against cash payments, for example, is the notion that only a strong public sector can guarantee general welfare. Most disabled service users agree that the state sets the regulatory framework including needs assessment criteria; that the public pays for the services, since we do not have the money or could otherwise not afford to be gainfully employed. But is the government always best fit to produce the services? Should not the citizens be entrusted to decide for themselves? In Sweden, the conservative parties might support our self-determination and freedom under responsibility, provided it does not cost much. Point B denotes this position. Service users want of course the best of both worlds, maximum

funds and maximum self-determination. To get to point C will take work and time. It will require allies in the form of service providers who understand how to win goodwill by supporting our cause for direct payments. It will require politicians who dare to translate their convictions into concrete measures against prejudice and for the implementation of human rights for all citizens. But most importantly, it will require that more persons with disabilities demand cash payment solutions as instruments for self-determination, and teach and support each other in how to use them. As to the Independent Living Institute, we will continue designing pilot projects involving cash payments. For example, there are still millions of citizens in present and future European Union countries who are warehoused in institutions. To get these citizens out and into the mainstream must be a priority. As long as we tolerate the inhuman treatment of humans elsewhere, we cannot feel safe in our relatively comfortable enclaves.

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It also allows comparing the proximity between the terms that are used by different experts to describe products. We name consensus configuration the mean configuration computed from the  $m$  configurations. Procrustes Analysis is an iterative method that allows to reduce, by applying transformations to the configurations rescaling, translations, rotations, reflections, the distance of the  $m$  configurations to the consensus configuration, the latter being updated after each transformation. Let us take the example of 5 experts rating 4 cheeses according to 3 criteria. The ratings can go from 1 to 5. One can easily consider that an expert tends to be harder in his notation, leading to a shift to the bottom of the ratings, or that another expert tends to give ratings around the average, without daring to use extreme ratings. To work on an average configuration could lead to false interpretations. One can easily see that a translation of the ratings of the first expert is necessary, or that rescaling the ratings of the second expert would make his ratings possibly closer to those of the other experts. Once the consensus configuration has been obtained, it is possible to run a PCA Principal Components Analysis on the consensus configuration in order to allow an optimal visualization in two or three dimensions. There are two cases: If the number and the designation of the  $p$  dimensions are identical for the  $m$  configurations, one speaks in sensory analysis about conventional profiles. Which algorithm performs best in terms of least squares depends on the dataset, but the Commandeur algorithm is the only one that allows to take into account missing data; by missing data we mean here that for a given configuration and a given observation or row, the values were not recorded for all the dimensions of the configuration. The latter can happen in sensory data analysis if one of the judges has not evaluated a product. In this table are displayed the residual variance before and after the transformations, the contribution to the evolution of the variance of the rescaling, rotation and translation steps. The corresponding probabilities help you to determine whether the contributions are significant or not. Residuals Residuals by object: This table and the corresponding bar chart allow to visualize the distribution of the residual variance by object. Thus, it is possible to identify for which objects the GPA has been the less efficient, in other words, which objects are the farther from the consensus configuration. This table and the corresponding bar chart allow you to visualize the distribution of the residual variance by configuration. Thus, it is possible to identify for which configurations the GPA has been the less efficient, in other words, which configurations are the farther from the consensus configuration. Scaling factors for each configuration Scaling factors for each configuration presented either in a table or a plot allow to compare the scaling factors applied to the configurations. It is used in sensory analysis to understand how the experts use the rating scales. Results of the consensus test The number of permutations that have been performed, the value of  $R_c$  which corresponds to the proportion of the original variance explained by the consensus configuration, and the quantile corresponding to  $R_c$ , calculated using the distribution of  $R_c$  obtained from the permutations are displayed to evaluate the effectiveness of the Generalized Procrustean Analysis. Results of the dimensions test For each factor retained at the end of the PCA step, the number of permutations that have been performed, the  $F$  calculated after the Generalized Procrustean Analysis  $F$  is here the ratio of the variance between the objects, on the variance between the configurations, and the quantile corresponding to  $F$  calculated using the distribution of  $F$  obtained from the permutations are displayed to evaluate if a dimension contributes significantly to the quality of the Generalized Procrustean Analysis. Results for the consensus configuration Objects coordinates before the PCA: This table corresponds to the mean over the configurations of the objects coordinates, after the Generalized Procrustean Analysis transformations and before the PCA. If a PCA has been requested, the table of the eigenvalues and the corresponding scree-plot are displayed. The percentage of the total variability corresponding to each axis is computed from the eigenvalues. Correlations of the variables with the factors: These results correspond to the correlations between the variables of the consensus configuration before and after the transformations Generalized Procrustean Analysis and PCA if the latter has been requested. These results are not displayed on the circle of correlations as they are not always interpretable. This table

corresponds to the mean over the configurations of the objects coordinates, after the transformations Generalized Procrustean Analysis and PCA if the latter has been requested. These results are displayed on the objects charts. Results for the configurations after transformations Variance by configuration and by dimension: This table allows to visualize how the percentage of total variability corresponding to each axis is divided up for the configurations. These results, displayed for all the configurations, correspond to the correlations between the variables of the configurations before and after the transformations GPA and PCA if the latter has been requested. These results are displayed on the circle of correlations. Objects coordinates presentation by configuration: This series of tables corresponds to the objects coordinates for each configuration after the transformations GPA and PCA if the latter has been requested. These results are displayed on the first series of objects charts. Objects coordinates presentation by object: These results are displayed on the second series of objects charts.

## Chapter 3 : Procrustean Solutions

*It is a Procrustean solution, and leads him to amputate much of the corpus of English poetry. Winters's curse There is merit in creating mechanisms for scanning the environment in the interest of identifying best practices before imposing what may turn out to be premature procrustean solutions.*

This is such a post. This is an important, substantive topic. Procrustes was also a renowned metal worker. He was known for creating a bed of iron that would fit anyone who lay upon it. After a rustic dinner and some type of probably horrible entertainment, Procrustes would show the weary traveler their bed, the Procrustean bed. Imagine Procrustes showing the bed to a traveller, letting them lie on it, and then with the strength of a son of a God, held them down and locked them to the bed. Were they too short for the bed, or too long? Then some stretching was in order. Better get the saw! Theseus, considered himself a hero and a great adventurer. So when he heard about Procrustes, he had to go investigate. As you can imagine, Theseus was given a warm-ish meal, probably some kind of porridge, and was entertained by Procrustes as he played the lyre, the lute, or some other instrument. All setting the stage for the third act – full of intrigue, suspense and murder: Our hero Theseus returns to Athens, on a white horse, triumphant, and is showered with affection and confetti by his adoring fans. The Moral of the Story The tale of Procrustes is a great metaphor for several lessons which apply extremely well to marketing, business and life. What exists is, can be measured and customized solutions can be developed. Where Marketers, Business Owners, and the C-Suite go wrong I get calls all the time from business people who want to grow their businesses, increase their sales, and make more money for their family. What they should say, but I never hear, is: What they say is: What do you charge? It is designed to find solutions to problems. The problem is, it can only use what it knows, what it hears to be true, or what it believes to be true to form solutions from. And most of the time, it comes up with solutions to problems that never solve the actual problem. Look to the world around you for evidence of this How many people pick a diet, and stick to it for a week, two weeks, or more? Of those who lose weight, how many keep it off? If the diet was the solution to the problem being overweight why are they still overweight? How many people quit smoking, or doing drugs, or cheating on their spouse, or biting their fingernails, or procrastinating? If the patch, or rehab, or therapy, or hypnosis, or seminars and training was the solution to the problem – why do they still have the problem? They are NLP terms. They mean going up towards levels of abstraction or down towards specificity. Think of the classification charts which represent the Plant and Animal Kingdoms. We all view it in the following way: That is a HUGE marketing lesson! But I do think that Business Owners and Marketers need to perform due diligence to understand what their problem actually is, and identify several solutions to it. From there, they can create a plan of action that has the best chance to actually solve the problem. When can we get started? What problem are you experiencing that makes SEO the solution? And because they are willing to fully identify their problem first, the solutions that we come up with not only solve their problems, they are extremely profitable as well. Some people have questioned if the campaigns we have developed are procrustean solutions themselves, since they follow the same patterns regardless of industry. The simple answer is: If you only look at tactics, you miss the bigger picture. Besides, each business is unique. Well, let me say, each business should be unique. At least in some respect. Finding and promoting that uniqueness is what marketing is really all about. When someone names the solution to their problem, like SEO. They are identifying the tactic they think is required to solve the problem. But, finding the actual solution to the problem requires research and strategy. If you take two plumbers, they will both typically market themselves with the following copy: Marketing like that just wastes money. They commoditize themselves and the only way the customer can choose is price. How will a customer choose between the two? They both look the same. Maybe your ad is first on the page, or the customer likes green and your ad is green so they choose you. If you want to prevent this from happening to you so you can control the growth of your business, you need to understand the actual problem, and you need a strategy. Only by understanding the problem, identifying the potential solutions and preparing a plan of action will you be able to achieve your goals. However, you would be wise to remember the tale of Procrustes. Mindwhirl helps business owners plan

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and implement effective, profitable marketing campaigns and sales programs. If you need more sales, we know how to get leads and grow businesses. Call us today at , or email me at mmiller mindwhirl.

### Chapter 4 : User control over services as a precondition for self-determination | Independent Living Institute

*Procrustean solution* The forceful, unnatural manipulation of someone or something to fit a rigid set of conditions or requirements. In Greek mythology, the giant Procrustes.

In later tellings, if the guest proved too tall, Procrustes would amputate the excess length; nobody ever fitted the bed exactly. He killed Damastes, surnamed Procrustes, by compelling him to make his own body fit his bed, as he had been wont to do with those of strangers. And he did this in imitation of Heracles. For that hero punished those who offered him violence in the manner in which they had plotted to serve him. Cultural references[ edit ] "It is impossible to establish universal uniformity of hours without inflicting very serious injury to workers. The Bed of Procrustes: Procrustes analysis is the process of performing a shape-preserving Euclidean transformation to a set of shapes. This removes variations in translation, rotation and scaling across the dataset in order to move them into a common frame of reference. This is generally the precursor to further statistical analysis. A related problem in linear algebra is the orthogonal Procrustes problem of finding the closest orthogonal matrix to any given matrix. A Procrustean solution is the undesirable practice of tailoring data to fit its container or some other preconceived structure. In a Procrustean solution in statistics, instead of finding the best fit line to a scatter plot of data, one first chooses the line one wants, then selects only the data that fits it, disregarding data that does not, so to "prove" some idea. It is a form of rhetorical deception made to forward one set of interests at the expense of others. The unique goal of the Procrustean solution is not win-win, but rather that Procrustes wins and the other loses. In this case, the defeat of the opponent justifies the deceptive means. In computer science , a Procrustean string is a fixed length string into which strings of varying lengths are placed. If the string inserted is too short, then it is padded out, usually with spaces or null characters. If the string inserted is too long, it is truncated. The concept is mentioned in the Sinclair ZX81 and Sinclair Spectrum user manuals, where a portion of a string is replaced by another string using Procrustean assignmentâ€”the replacement string is truncated or padded in order to have length equal to the portion being replaced. If the first assembly of a film is too long by a certain amount, that amount is removed quickly, sometimes brutally. Then the film is viewed at this new length, and progress afterwards is aimed at smoothing out the amputations without adding length. This version is depicted as a half-giant. In the Eastern world, the legend of Procrustes figures prominently in Malayalam literature beginning with the highly acclaimed poem titled eponymously "Procrustes" by Vayalar Ramavarma.

### Chapter 5 : Procrustean | Define Procrustean at [www.nxgvision.com](http://www.nxgvision.com)

*One-Size-Fits-All solutions, also known as Procrustean Solutions, are a bad idea. Don't make your reality, data, subject or problems, fit your ideas, theories, beliefs or solutions. What exists is, can be measured and customized solutions can be developed.*

### Chapter 6 : Generalized Procrustes Analysis (GPA) | statistical software for Excel

*Procrustean Solutions in Consulting A Procrustean Solution occurs when a client is made to fit a pre-determined solution rather than the solution being specifically tailored to fit the client. Using the Greek myth example, the traveller (client) is made to fit the bed (solution), not the bed to fit the traveller.*

### Chapter 7 : Procrustes - Wikipedia

*Procrustean Solutions, L.L.C. is a New Mexico Domestic Limited-Liability Company filed on January 20, The company's filing status is listed as Ex-Exempt and its File Number is*

### Chapter 8 : The Lesson of Procrustes

*very nature of the Procrustean approach, which is designed to give isotropic dilation, three rotation and three translation parameters (Cox and Cox, ), whereas the 9-parameter.*

### Chapter 9 : The Lure of the Procrustean Solution

*Corey Kosak. Entrepreneur, Arbitrageur, Raconteur at Procrustean Solutions. Location Greater New York City Area Industry Financial Services.*