

PROGRESSIVE DELIVERY

**Build The
Right Thing**

**For The
Right People**

**At The
Right Time**

**James Governor, Kim Harrison,
Heidi Waterhouse & Adam Zimman**

IT Revolution
Portland, Oregon



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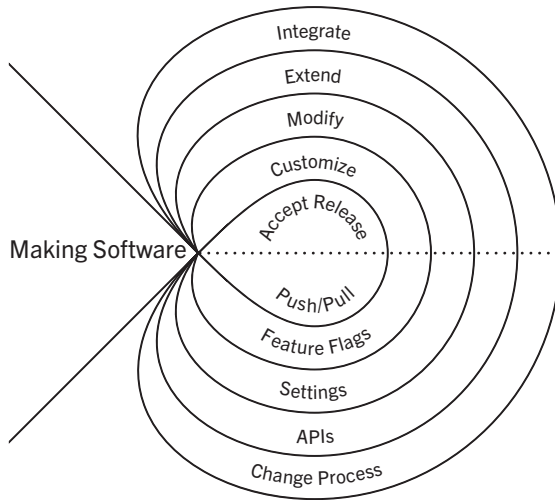


FIGURE 0.1: Software Acceptance and Use After Delivery

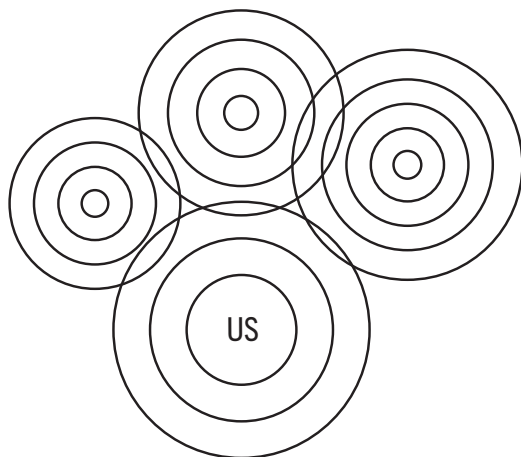


FIGURE 0.2: User's Software Ecosystem Has Many Interactions

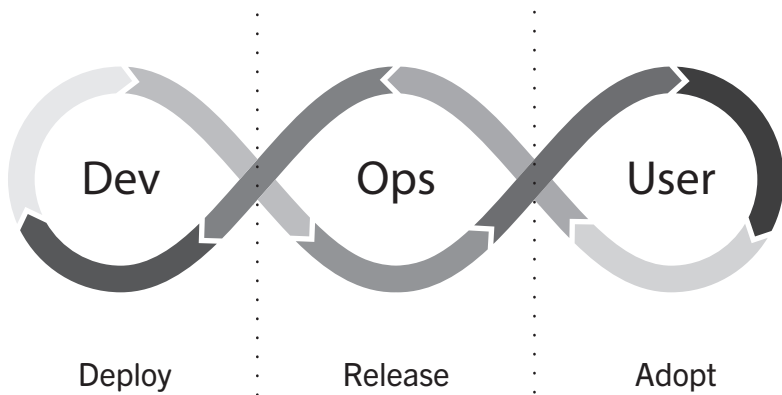


FIGURE 0.3: Deployment vs. Release and Who's Impacted

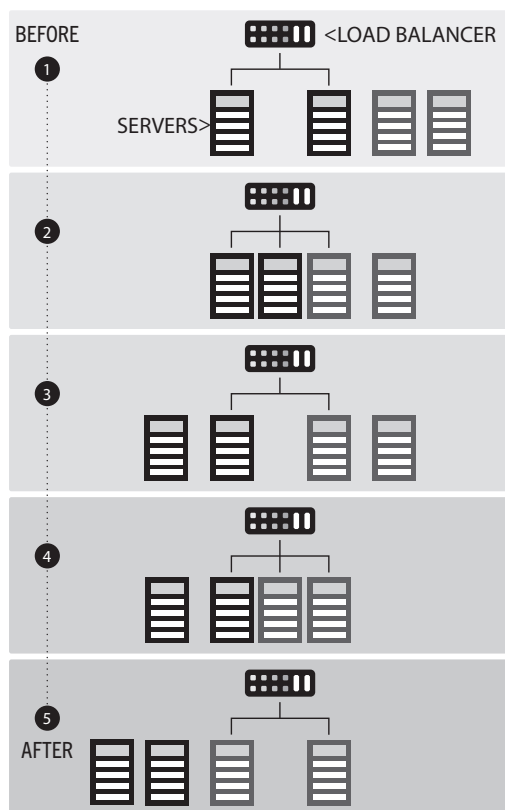


FIGURE 0.4: Progression of a Blue-Green Deployment

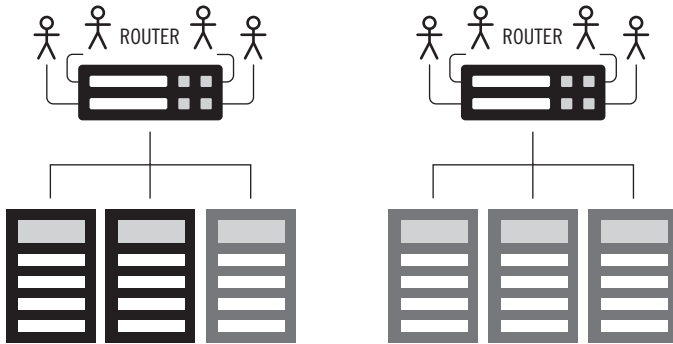


FIGURE 0.5: Canary Deployment

Used to Evaluate Viability of a Change Before Exposing to All Users

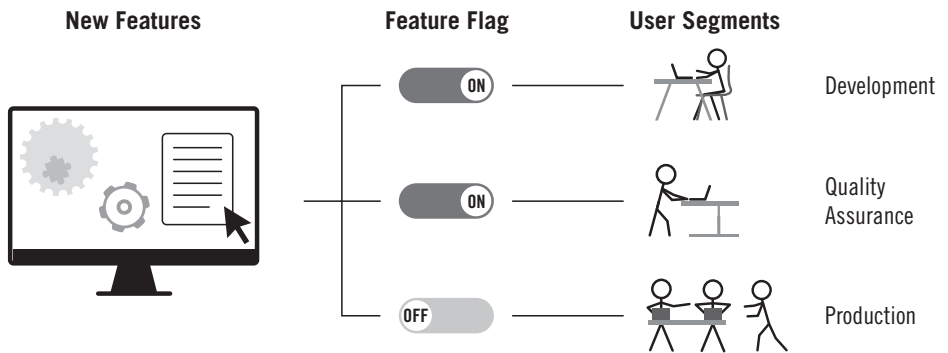


FIGURE 0.6: Feature Flag Controlling Which User Segments Have Access to a New Feature

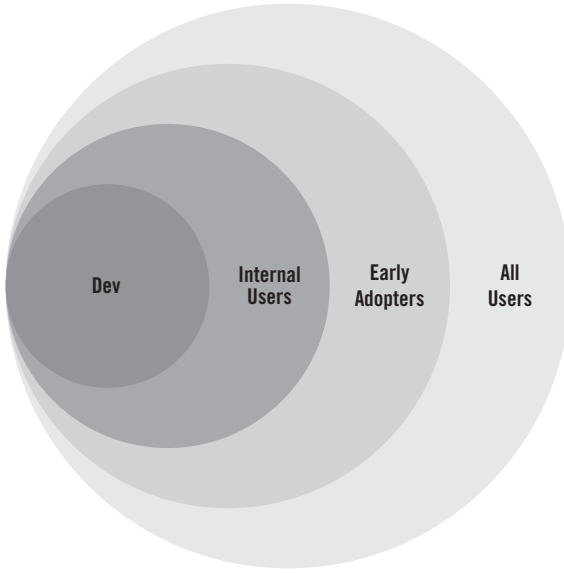


FIGURE 0.7: Ring Deployment

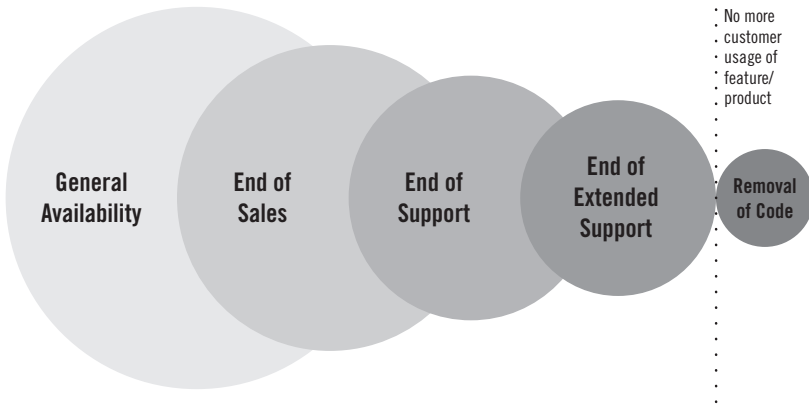


FIGURE 0.8: Software End-of-Life Diagram

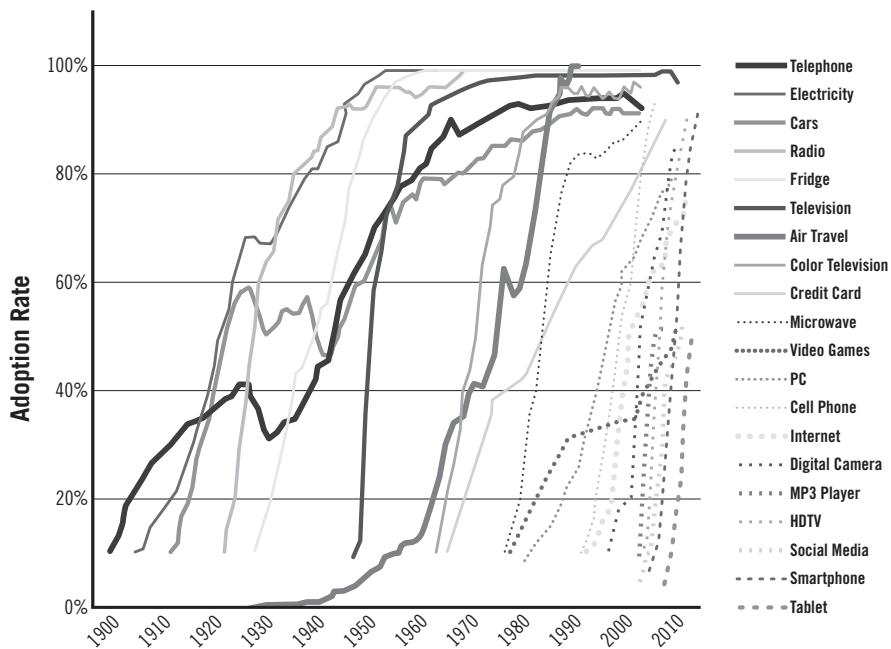
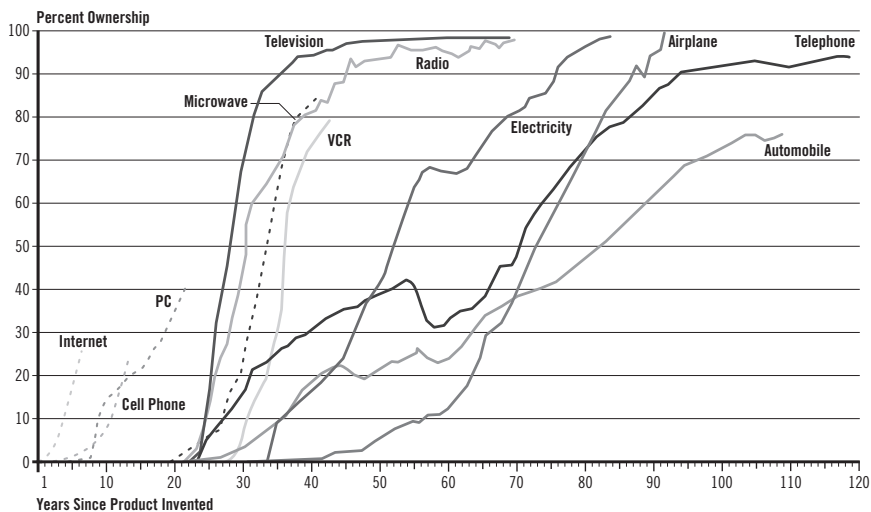


FIGURE 1.1: Adoption Rate of New Technologies from 1900 to 2012

Source: "The Topic We Should All Be Paying Attention to (in 3 Charts)," BlackRock Blog, December 11, 2015, <https://web.archive.org/web/20160304140915/https://www.blackrockblog.com/2015/12/11/economic-trends-in-charts/>.



**FIGURE 1.2: Years Since Technology Introduction
to Reach Mass Ownership**

Source: Federal Reserve Bank of Dallas, 1996 *Annual Report: The Economy at Light Speed*, <https://web.archive.org/web/20161224074319/https://www.dallasfed.org/~media/documents/fed/annual/1999/ar96.pdf>.

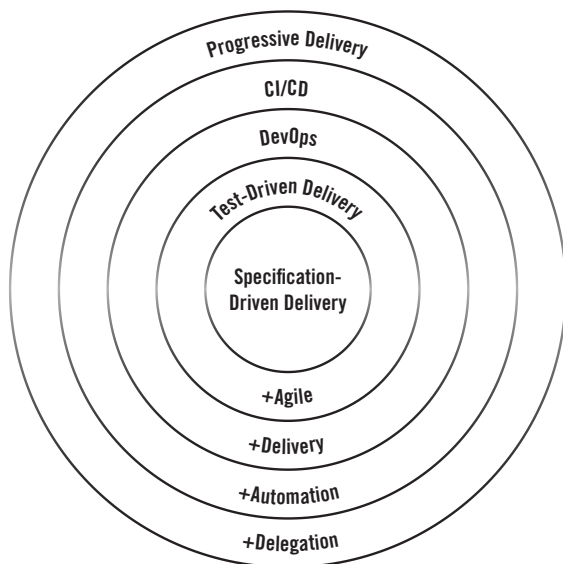


FIGURE 1.3: The Evolution of Software Development Methods

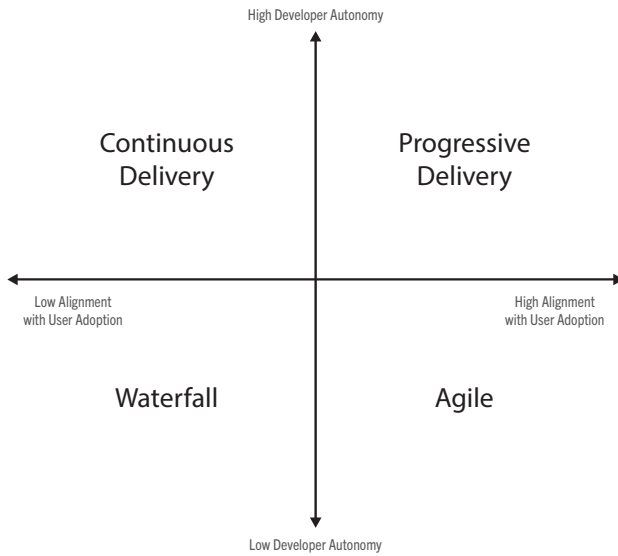
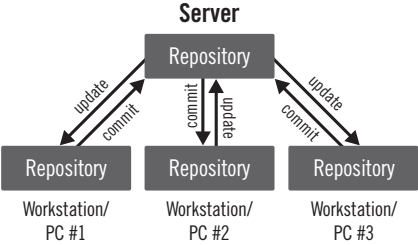


FIGURE 1.4: How Software Development Life Cycles Balance Developer Autonomy with User Adoption

Centralized Version Control System



Distributed Version Control System

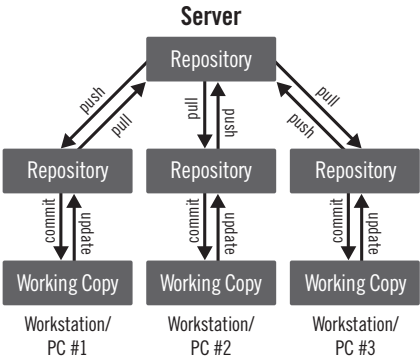


FIGURE 4.1: Centralized and Distributed Version Control Systems

Source: Adapted from Deepak Kumar Sharma, “Git | Overview | Workflow | Advantages | K21Academy,” K21 Academy (blog), August 12, 2023, <https://k21academy.com/devops-job-bootcamp/git-overview-workflow-advantages/>.

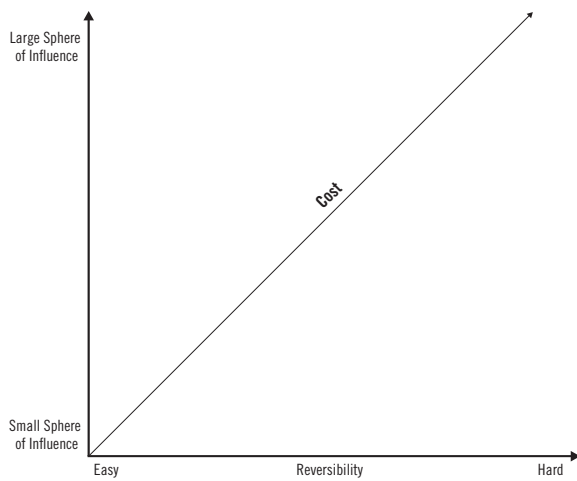


FIGURE 4.2: Prediction of Cost Based on Reversibility and Impact

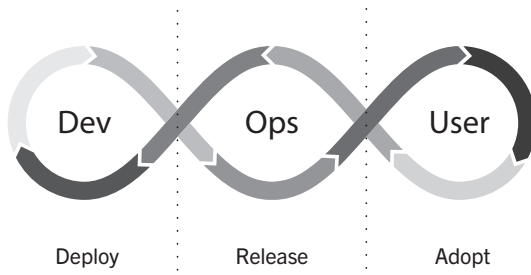


FIGURE 6.1: The Progressive Delivery Cycle

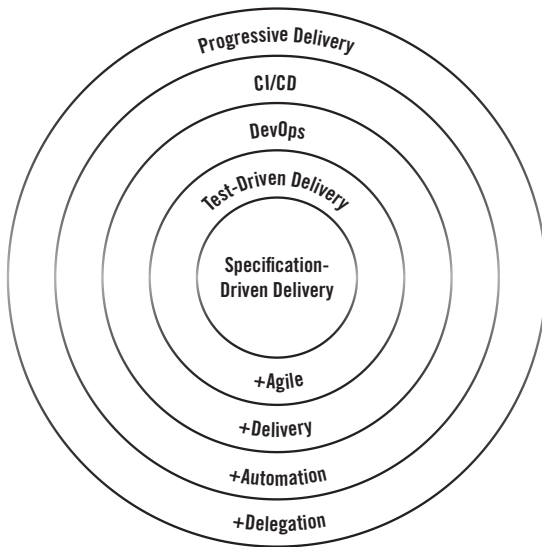


FIGURE 6.2: Software Development Life Cycle (SDLC) Onion Model

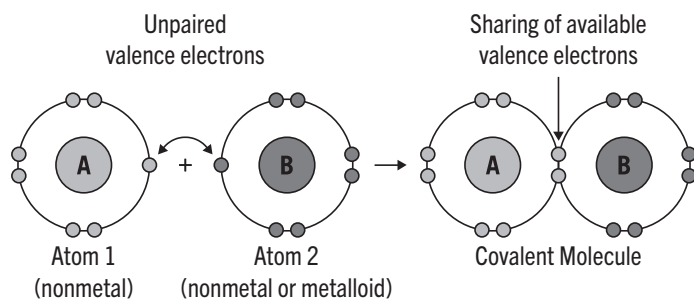


FIGURE 6.3: Covalent Bonds

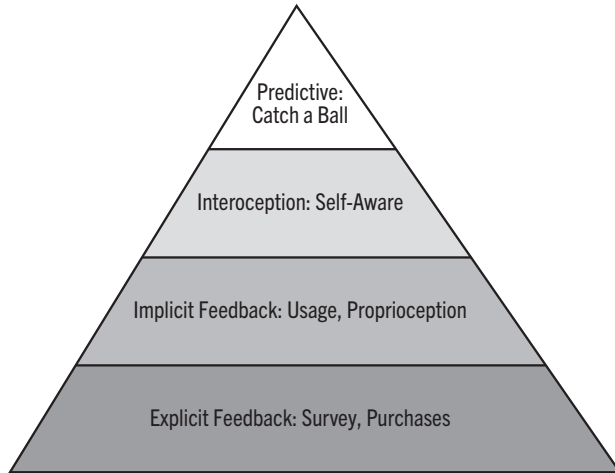


FIGURE 6.4: Feedback Pyramid

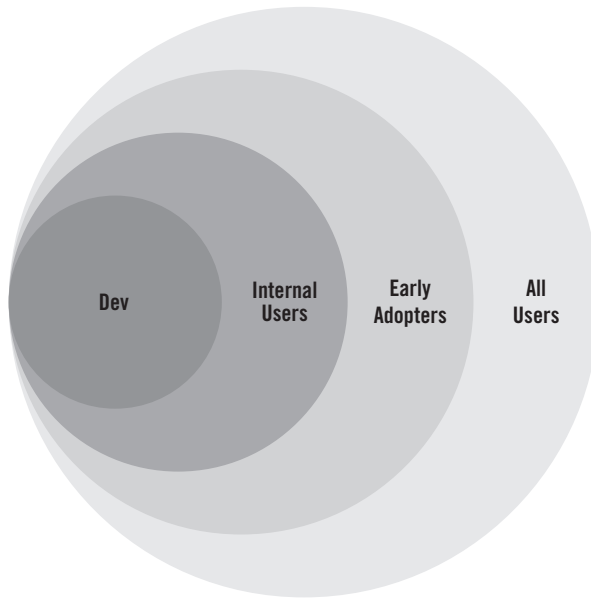


FIGURE 7.1: Ring Deployment

The practice of exposing software to an increasingly larger audience.



FIGURE 7.2: Software End-of-Life Diagram

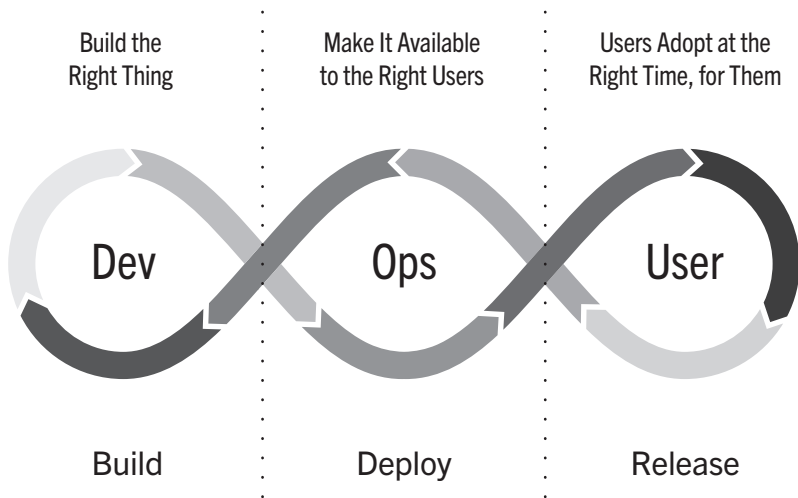


FIGURE 10.1: Deployment vs. Release and Who's Impacted

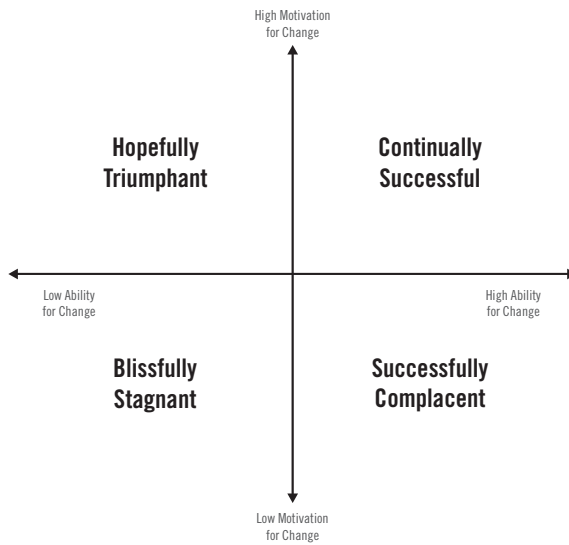


FIGURE 10.2: Quadrants of Change

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NOTES

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2. Thomas Dohmke, personal communication with the authors, June 2025.

Chapter 1

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Chapter 5

1. All quotes from the GitHub Case study by Sam Lambert are from an interview recorded over Zoom between Sam Lambert and James Governor in December 2024.
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Chapter 7

1. All quotes in this case study are taken directly from an in-person interview between Brian Scott and Adam Zimman in August 2024.

Chapter 8

1. Sanders, “Slime Mold Grows Network.”
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3. McLeod, “Harry Harlow Monkey Experiments.”

Chapter 9

1. All quotes in this case study are from a recorded interview between James Governor, Deepak Singh, and Clare Ligouri that was recorded in September 2024.

Chapter 10

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Chapter 11

1. Kuang, “Disney’s \$1 Billion Bet on a Magical Wristband.”
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