

# Cryptograms

## CRYPTOGRAM 01

T K M J C D S P C D A D L J A D L T K M I O J  
 S P O Z D C K X J E F K C M Q D R S C P I J  
 T S D O L J I D J Y T N D W W Q D B J P  
 O K L C S C R Z S P P G X X D P P J L P K R K S C P I  
 I Z D Q G L D K G X L K I S X P D I I Y S C R I Z K I  
 W J Y Y J O P D K L Y M P G X X D P P .

### FREQUENCY

D	P	J	K	I	C	S	L	X	O	Y	G	M	R	T	Z	Q	W	A	B	E	F	N
16	15	11	11	10	9	9	8	7	5	5	4	4	4	4	4	3	3	2	1	1	1	1
12%	11%	8%	8%	7%	7%	6%	5%	4%	4%	3%	3%	3%	3%	3%	2%	2%	1%	1%	1%	1%	1%	1%

### CIPHER KEY

A	B	C	D	E	F	G	I	J	K	L	M	N	O	P	Q	R	S	T	W	X	Y	Z
			E																			

– Jeff Bezos

NOTES

## CRYPTOGRAM 02

L P I O J A J Q D H O C C P X J H B H U U G A J  
 P X U J Q A J Q G O L P I Q P D O Z G K J  
 D Q P C J P Z E T J K K X J Y P U G O H  
 N P W W J O N J W J O C H E E Q J U U D H Q O G O S  
 C V J S Q H E I H C J U C V H C C V J E J K H I Z C  
 G U E Q G K C .

### FREQUENCY

J	C	H	O	P	Q	U	G	E	K	D	I	A	V	W	X	Z	L	N	S	B	T	Y
18	11	10	9	9	9	8	7	6	5	4	4	3	3	3	3	3	2	2	2	1	1	1
15%	9%	8%	7%	7%	7%	6%	6%	5%	4%	3%	3%	2%	2%	2%	2%	2%	2%	2%	1%	1%	1%	1%

### CIPHER KEY

A	B	C	D	E	G	H	I	J	K	L	N	O	P	Q	S	T	U	V	W	X	Y	Z
								E														

– Jeff Bezos

NOTES

# Cryptograms

## CRYPTOGRAM 03

E  
 Z U W R B C S I C Z Y Z Y I Z O R K Z B T D O K  
 E E E E  
 W T C E R H E R C C S I C N D C Z U W R B C S R  
 E E E E  
 T W R C S Z W H Z L Z H S C E R H E R C Z V  
 E E  
 W T C C E G Z W H B E T C R T O K Q R Y Y  
 E E E E E  
 N R J T V K R Y R W K Z W H S Z V E R H E R C  
 E  
 L Z W Z L Z J I C Z T W Y E I L R B T E U .

### FREQUENCY

R	Z	C	W	E	T	H	S	Y	B	I	K	L	O	U	V	D	J	N	G	Q
17	17	16	11	10	9	7	6	6	5	5	5	4	3	3	3	2	2	2	1	1
13%	13%	12%	8%	7%	7%	5%	4%	4%	4%	4%	4%	3%	2%	2%	2%	1%	1%	1%	1%	1%

### CIPHER KEY

B	C	D	E	G	H	I	J	K	L	N	O	Q	R	S	T	U	V	W	Y	Z
													E							

– Jeff Bezos

NOTES

## CRYPTOGRAM 04

E  
 L P O J C L L B K A B A Y M O M B A L C J  
 E E E E E  
 S D P R M L D P B A Z P J G M D O G A Z L P  
 E E E E  
 E M D D M A Q J B L P T M O C A Z P K O J B B Z  
 E E E E E  
 S B K D B A Q H P K M B Z O B S J M T P E K B J P  
 E E E E E  
 B D Z W P S S L P I B O B A J N P  
 E  
 H K P F B A Z M J M B A O B S L C M D Z M A Q  
 E E  
 O B T P J N M A Q A P E .

### FREQUENCY

B	P	A	M	J	L	O	D	Z	K	S	C	Q	E	T	G	H	N	F	I	R	W	Y
19	16	14	14	10	9	9	8	8	6	6	4	4	3	3	2	2	2	1	1	1	1	1
13%	11%	10%	10%	7%	6%	6%	6%	6%	4%	4%	3%	3%	2%	2%	1%	1%	1%	1%	1%	1%	1%	1%

### CIPHER KEY

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	W	Y	Z
															E							

– Jeff Bezos

## Answer Key – Cryptograms

Solve before peeking. Full solutions below.

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- 01 DAY ONE IS NEVER OVER DAY TWO IS WHEN A COMPANY BEGINS TO DIE WROTE OLD JEFF BEZOS WARNING HIS SUCCESSORS AGAINST THE BUREAUCRATIC SETTling THAT FOLLOWS EARLY SUCCESS.  
– Jeff Bezos

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- 02 YOU NEVER WANT TO BE A PASSIVE OBSERVER IN YOUR OWN LIFE WROTE OLD JEFF BEZOS IN A COMMENCEMENT ADDRESS WARNING THE GRADUATES THAT THE DEFAULT IS DRIFT.  
– Jeff Bezos

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- 03 I KNEW THAT IF I FAILED I WOULD NOT REGRET THAT BUT I KNEW THE ONE THING I MIGHT REGRET IS NOT TRYING WROTE OLD JEFF BEZOS DEFENDING HIS REGRET MINIMIZATION FRAMEWORK.  
– Jeff Bezos

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- 04 BE STUBBORN ON VISION BUT FLEXIBLE ON DETAILS AND BE WILLING TO BE MISUNDERSTOOD FOR LONG PERIODS OF TIME WROTE OLD JEFF BEZOS ON THE PRECONDITIONS OF BUILDING SOMETHING NEW.  
– Jeff Bezos