



# LESSONS WE CAN LEARN FROM OPRAH WINFREY

BY JAMIE MCINTYRE

THIS BOOK REPRESENTS THE AUTHORS VIEW WITHOUT ANY OFFICIAL CONNECTION TO OPRAH WINFREY





**LESSONS WE CAN  
LEARN FROM  
OPRAH**

**By Jamie McIntyre**

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## Foreword

On what was arguably the most influential show in television history over twenty-five years, no one was better at revealing secrets than Oprah.

She managed to have her guests, often the biggest celebrities in the world, bare their love lives, explore their painful pasts, admit their transgressions, reveal their pleasures, and explore their demons.

In turn, Oprah repeatedly allowed her audience to share in her own life story, opening up about the sexual abuse in her past and discussing her romantic relationships, her weight problems, her spiritual beliefs, her charitable donations, and her strongly held views on the state of the world.

Brilliant communicator, shrewd and successful in business and probably the most influential salesperson on American television Oprah's power and influence epitomizes what hard work and dedication can achieve.

I have had the good fortune to study, meet and learn from some amazing individuals in my 20 year search for the answer to an overriding question.

Why is it that people can grow up in the same country, have the same opportunities, even the same family, go to similar schools and live in the same economy, yet some individuals can excel and outperform financially, while others, often capable and intelligent people, fail miserably in life?

The search for the answers to this question has led me to seek out outstanding role models and find extraordinary mentors that have helped shape my life and enabled me to outperform in many areas of my life including business and investing.

Modeling a billionaire won't exactly guarantee you will become a billionaire, but it could just be enough to make you a millionaire many times over if you so desire.

I've found that true in my own life.

Oprah provides a wonderful role model for anyone seeking success in life and business.

For readers who may not be familiar with me or my 21st Century Education companies, or the many other books I have written, I am the founder of a dozen companies turning over \$40 million annually in diverse fields such as education, publishing, media, trading, property and finance.

I have written more than twelve books, targeted at people wishing to have a financial education and become financially independent, across a broad

range of topics including property, finance, share trading, how to have a millionaire lifestyle and ways Australia could be improved.

A recent series of books covers business and life lessons that can be learnt from people such as Virgin entrepreneur Richard Branson, Apple founder Steve Jobs, legendary investor Warren Buffett, Facebook founder Mark Zuckerberg, real estate mogul and TV host (“You’re fired”) Donald Trump and weight lifter, actor and politician Arnold Schwarzenegger with more to follow.

I have hosted people such as Sir Richard Branson, Eddie McGuire, Randi Zuckerberg and Mark Bouris and other leading entrepreneurs and investors at my annual 21st Century Financial Education Summits which attract upwards of 6500 people.

In June this year I will host Arnold Schwarzenegger for a series of events. You never know, we may just have to invite Oprah to deliver her valuable lessons at an upcoming seminar so her valuable insights can be accessed by even more Australians.

Of all the people I have studied for research on what it takes to succeed in life, Oprah has been perhaps the most inspirational and enjoyable.

Her message is simple but effective. “Everyone must take responsibility for their own lives”.

Something I’m sure you will agree with.

Jamie McIntyre, March 2013

**1.**

# **THE RISE AND RISE OF OPRAH WINFREY**

It would be very, very hard to find a life story as engrossing and inspiring as this one. I have done biographies for the last 30 years and I can't imagine that there's anyone that presents a greater life story than Oprah Winfrey has. She really gave me a gift.

**Kitty Kelley the author of  
"Oprah: A Biography"**

Oprah Winfrey is a virtual household name all over the world and through perseverance, hard work, business acumen and especially her outstanding inner strength, style and personality, is inarguably the world's richest TV presenter, with an estimated fortune approaching \$3 billion.

Her story is one of the most well-known rags-to-riches tales of our era. Born into abject poverty in rural Mississippi, Oprah went from being a young girl literally clothed in potato sacks to become the richest and most powerful female media mogul in the world.

Oprah is a media owner, talk show host, actress, producer, and philanthropist. She is best known for her self-titled, multi-award-winning talk show *"The Oprah Winfrey Show"* which was the highest-rated program of its kind in history and was nationally syndicated from 1986 to 2011.

She has been ranked the richest African-American of the 20th century, the greatest black philanthropist in American history, and was for a time the world's only black billionaire. She is also, according to some commentators, the most influential woman in the world.

A recent poll asked, "Which entrepreneur do you admire most?" The winner, hands down, was Oprah Winfrey, with nearly double the votes of Bill Gates and four times Richard Branson. In a career filled with firsts and superlatives, Oprah has managed to amass a sizable fortune, become one of the most powerful people in the entertainment industry, while maintaining a sense of humility and compassion we all should strive to achieve.

At an early age Oprah learned the lesson that if you wanted to not only stay alive but also make something of yourself, you had to fight. This would prepare her well for the obstacles she would later face in the worlds of broadcasting and business.

Oprah has proven to all that a simple hobby can actually turn into a billion dollar business. However, your hobby or passion will never make you a single dollar unless you build a business around it. Oprah also highlighted the need for control. Had she not started *Harpo Studios Production* (Oprah spelled backwards), she probably would not have become the most famous and richest black woman in the world.

Oprah's unwavering belief in her abilities is what drove her to focus all of her life's energy on reaching her objectives. Focused on a career in broadcasting, Oprah ignored all other diversions until she had achieved her goals. After becoming a successful talk show host, she continued to diversify in areas within broadcasting. Oprah's single-minded focus allowed her to concentrate all of her time and energy into achieving the life of her dreams.

Oprah has listened to her inner voice and grabbed every opportunity she believed was necessary to achieve her goals. From hosting a talk show, to acting, to utilizing the Internet to bring her company online, Oprah was not afraid to venture into the unknown or reinvent herself through various media.

Her success also lies in the opportunities she has turned down, such as thousands of dollars worth of brand endorsements, which might have put her company in jeopardy. Listening to her gut instinct has allowed Oprah to take advantage of numerous opportunities, which otherwise might have gone unnoticed.

Born on January 29, 1954, in Kosciusko, Mississippi, to an unmarried teenage mother, Oprah later said that her conception was due to a single sexual encounter and the couple broke up not long after. Her mother, Vernita Lee (born c. 1935), was a housemaid.

For readers with an interest in astrology Oprah is very much a typical Aquarian. Aquarians born on January 29 are not content to watch the parade go by -- they are spurred on by a powerful sense of mission. They may appear somewhat prickly, but they are actually gentle and philosophical in nature despite their strong political beliefs. They will put their reputation on the line to bring about necessary change.

Aquarians born on January 29 have a talent for inspiring and influencing others. They suffer their share of romantic heartaches and are often afraid of commitment because it represents loss of independence. They are capable of profound, spiritual love yet can't get past the need to hold back something of themselves.

There are no better teachers than the men and women born on January 29. They love learning and have an affinity for inspiring others to love it. They may change career plans several times. Although they are unconventional in their thinking, they have a healthy respect for money.

January 29 women want to help others see the power and beauty of life through personal accountability and wise choices. They love and respect

knowledge and wish to share it with others. They want to know themselves and understand their motivations. They have the courage and integrity to ask hard questions.

Oprah was intended to be named "Orpah" after the biblical character in the Book of Ruth, but it was misspelled on her birth certificate, and Oprah stuck.

Oprah believed that her biological father was Vernon Winfrey (born 1933), a coal miner turned barber turned city councilman who had been in the Armed Forces when she was born. Decades later, Mississippi farmer and World War II veteran Noah Robinson, Sr. (born c. 1925) claimed to be her biological father. A genetic test in 2006 determined that her maternal line originated among the Kpelle ethnic group, in the area that today is Liberia.

Her genetic makeup was determined to be 89% Sub-Saharan African, 8% Native American, and 3% East Asian; however, the East Asian may, given the imprecision of genetic testing, actually be Native American markers.

After her birth, her mother traveled north and Oprah spent her first six years living in rural poverty with her grandmother, Hattie Mae Lee (April 15, 1900 – February 27, 1963), who was so poor that Oprah often wore dresses made of potato sacks, for which the local children made fun of her.

Her grandmother taught Oprah to read before the age of three and took her to the local church, where she was nicknamed "The Preacher" for her ability to recite Bible verses. When Oprah was a child, her grandmother would hit her with a stick when she did not do chores or if she misbehaved in any way.

At age six, Oprah moved to an inner-city neighborhood in Milwaukee, Wisconsin with her mother, who was less supportive and encouraging than her grandmother had been, largely as a result of the long hours she worked as a maid. Around this time, Lee had given birth to another daughter, Oprah's younger half-sister, Patricia who in February 2003, at age 43, died of causes related to cocaine addiction.

By 1962, Lee was having difficulty raising both daughters so Oprah was temporarily sent to live with Vernon in Nashville, Tennessee. While Oprah was in Nashville, Lee gave birth to a third daughter, later also named Patricia, who was put up for adoption in the hope of easing the financial straits that had led to Lee's being on welfare

## The Rise and Rise of Oprah Winfrey

Oprah did not learn she had a second half-sister until 2010. By the time Oprah moved back in with Lee, Lee had also given birth to a boy named Jeffrey, Oprah's half-brother, who died of AIDS-related causes in 1989.

Oprah has stated she was molested by her cousin, uncle, and a family friend, starting when she was nine years old, something she first announced to her viewers on a 1986 episode of her TV show regarding sexual abuse.

When Oprah discussed the alleged abuse with family members at age 24, they refused to accept what she said. Oprah once commented that she had chosen not to be a mother because she had not been mothered well.

At 13, after suffering years of abuse, Oprah ran away from home. When she was 14, she became pregnant but her son died shortly after birth. She later stated she felt betrayed by the family member who had sold the story to the *National Enquirer* in 1990.

She began going to Lincoln High School; but after an early success in the Upward Bound program, was transferred to the affluent suburban Nicolet High School, where she says her poverty was constantly rubbed in her face as she rode the bus to school with fellow African-Americans, some of whom were servants of her classmates' families.

Oprah began to steal money from her mother in an effort to keep up with her free-spending peers, to lie to and argue with her mother, and to go out with older boys.

Her frustrated mother once again sent her to live with Vernon in Nashville, Tennessee, though this time she did not take her back. Vernon was strict, but encouraging, and made her education a priority.

Oprah became an honors student, was voted Most Popular Girl, and joined her high school speech team at East Nashville High School, placing second in the nation in dramatic interpretation. She won an oratory contest, which secured her full scholarship to Tennessee State University, a historically black institution, where she studied communication.

Her first job as a teenager was working at a local grocery store. At age 17, Oprah won the Miss Black Tennessee beauty pageant. She also attracted the attention of the local black radio station, WVOL, which hired her to do the news part-time. She worked there during her senior year of high school, and again while in her first two years of college.

Oprah's career choice in media would not have surprised her grandmother, who once said that ever since Oprah could talk, she was on stage. As a child,

she played games interviewing her corncob doll and the crows on the fence of her family's property.

She later acknowledged her grandmother's influence, saying it was Hattie Mae who had encouraged her to speak in public and "gave me a positive sense of myself".

Oprah landed a job in radio while still in high school and began co-anchoring the local evening news at the age of 19. Her emotional ad-lib delivery eventually got her transferred to the daytime-talk show arena, and after boosting a third-rated local Chicago talk show to first place, she launched her own production company and became internationally syndicated.

Working in local media, Oprah was both the youngest news anchor and the first black female news anchor at Nashville's WLACTV. She moved to Baltimore's WJZ-TV in 1976 to co-anchor the six o'clock news. She was then recruited to join Richard Sher as co-host of WJZ's local talk show *People Are Talking*, which premiered on August 14, 1978. She also hosted the local version of *Dialing for Dollars* there as well.

Oprah relocated to Chicago in 1983 to host WLS-TV's low-rated half-hour morning talk show, *AM Chicago*. The first episode aired on January 2, 1984. Within months after Oprah took over, the show went from last place in the ratings to overtaking *Donahue* as the highest rated talk show in Chicago.

The movie critic Roger Ebert persuaded her to sign a syndication deal with King World. Ebert predicted that she would generate 40 times as much revenue as his television show, *At the Movies*.

It was renamed *The Oprah Winfrey Show*, expanded to a full hour, and broadcast nationally beginning September 8, 1986. Oprah's syndicated show brought in double Donahue's national audience, displacing Donahue as the number-one daytime talk show in America. Their much publicized contest was the subject of enormous scrutiny.

*TIME* magazine wrote: "Few people would have bet on Oprah Winfrey's swift rise to host of the most popular talk show on TV. In a field dominated by white males, she is a black female of ample bulk. As interviewers go, she is no match for, say, Phil Donahue [...]"

"What she lacks in journalistic toughness, she makes up for in plainspoken curiosity, robust humor and, above all empathy. Guests with sad stories to tell are apt to rouse a tear in Oprah's eye [...] They, in turn, often find themselves



revealing things they would not imagine telling anyone, much less a national TV audience. It is the talk show as a group therapy session."

TV columnist Howard Rosenberg said, "She's a roundhouse, a full course meal, big, brassy, loud, aggressive, hyper, laughable, lovable, soulful, tender, low-down, earthy and hungry. And she may know the way to Phil Donahue's jugular."

*Newsday's* Les Payne observed, "Oprah Winfrey is sharper than Donahue, wittier, more genuine, and far better attuned to her audience, if not the world."

Martha Bayles of *The Wall Street Journal* wrote, "It's a relief to see a gab-monger with a fond but realistic assessment of her own cultural and religious roots."

Viewers liked her and she had other offers: by 1984 she had taken over the AM Chicago TV show. Within a year she went national and *Oprah Winfrey Show* became the number one talk-show in the country.

She has been a superstar ever since. Her fans are overwhelmingly female; her critics mostly men. Some people do not care for her touchy-feely style but like her personality and admire what she has achieved.

Credited with creating a more intimate confessional form of media communication, she is thought to have popularized and revolutionized the tabloid talk show genre pioneered by Phil Donahue, which a Yale study says broke 20th-century taboos and allowed the lesbian, gay, bisexual, and transgender community (LGBT) people to enter the mainstream.

By the mid 1990s, she had reinvented her show with a focus on literature, self-improvement, and spirituality. Though criticized for unleashing confession culture, promoting controversial self-help ideas, and an emotion-centered approach she is often praised for overcoming adversity to become a benefactor to others.

Her show has spun off into a magazine, a TV channel and a film production company, all of them furthering the Oprah brand. She can make or break careers and her influence is such that recommendations from her book club automatically create bestsellers.

The series finale of *The Oprah Winfrey Show* aired on May 25, 2011.

There is little doubt that her dreadful childhood has had a profound bearing on her attitude to life. She once told an interviewer, "To have the kind

of internal strength and courage it takes to say, 'No, I will not let you treat me like this,' is what success is all about".

Oprah's support of Barack Obama, from 2006 to 2008, is estimated to have delivered more than one million votes in the close 2008 Democratic primary race.

In the early years of *The Oprah Winfrey Show*, the program was classified as a tabloid talk show. In the mid-1990s, Oprah adopted a less tabloid-oriented format, hosting shows on broader topics such as heart disease, geopolitics, spirituality and meditation, interviewing celebrities on social issues they were directly involved with, such as cancer, charity work, or substance abuse, and hosting televised giveaways including shows where every audience member received a new car (donated by General Motors) or a trip to Australia (donated by Australian tourism bodies).

In addition to her talk show, Oprah also produced and co-starred in the 1989 drama miniseries *The Women of Brewster Place*, as well as a short-lived spin-off, *Brewster Place*.

As well as hosting and appearing on television shows, Oprah cofounded the women's cable television network *Oxygen*. She is also the president of *Harpo* Productions (Oprah spelled backwards).

In January 2008, Oprah and Discovery Communications announced plans to change Discovery Health Channel into a new channel called *OWN: Oprah Winfrey Network*. It was scheduled to launch in 2009, but was delayed, and actually launched on January 1, 2011.

In 1985, Oprah co-starred in Steven Spielberg's *The Color Purple* as distraught housewife, Sofia. She was nominated for an Academy Award for Best Supporting Actress for her performance. The film went on to become a Broadway musical which opened in late 2005, with Oprah credited as a producer.

In October 1998, Oprah produced and starred in the film *Beloved*, based on Toni Morrison's Pulitzer Prize winning novel of the same name. To prepare for her role as Sethe, the protagonist and former slave, Oprah experienced a 24-hour simulation of the experience of slavery, which included being tied up and blindfolded and left alone in the woods.

Despite major advertising, including two episodes of her talk show dedicated solely to the film, and moderate to good critical reviews, *Beloved* opened to poor box-office results, losing approximately \$30 million. While

promoting the movie, co-star Thandie Newton described Oprah as "a very strong technical actress and it's because she's so smart. She's acute. She's got a mind like a razor blade."

In 2005, *Harpo* Productions released a film adaptation of Zora Neale Hurston's 1937 novel *Their Eyes Were Watching God*. The made-for-television film was based upon a teleplay by Suzan-Lori Parks, and starred Halle Berry in the lead female role.

In late 2008, Oprah's company *Harpo* Films signed an exclusive output pact to develop and produce scripted series, documentaries and movies for HBO. Oprah voiced Gussie the goose for *Charlotte's Web* (2006) and the voice of Judge Bumbleton in *Bee Movie* (2007) co-starring the voices of Jerry Seinfeld and Renée Zellweger.

In 2009, Oprah provided the voice for the character of Eudora, the mother of Princess Tiana, in Disney's *The Princess and the Frog* and in 2010, narrated the US version of the BBC nature program *Life for Discovery*.

Oprah has spent most of her time since retiring from her TV show in Montecito, California, her new home base since she left Chicago.

### **Oprah, Writer and Publisher**

Oprah is the co-author of five books. Her undisclosed advance fee for her 2005 weight loss book is believed to have broken the previous record for the world's highest book advance fee, held by the autobiography of former U.S. President Bill Clinton.

Oprah publishes the *O*, *The Oprah Magazine*; from 2004 to 2008, Oprah also published a magazine called *O at Home*. In 2002, *Fortune* called *O, The Oprah Magazine* the most successful start-up ever in the industry. Although its circulation had declined by more than 10 percent (to 2.4 million) from 2005 to 2008, the January 2009 issue was the best selling issue since 2006.

The audience for her magazine is considerably more upscale than for her TV show, the average reader earning well above the median for U.S. women.

### **Oprah Online**

Oprah's company created the *Oprah.com* website to provide resources and interactive content relating to her shows, magazines, book club, and public charity.

*Oprah.com* generates incredible traffic levels and averages more than 70 million page views and more than six million users per month, and receives approximately 20,000 e-mails each week.

Oprah initiated "Oprah's Child Predator Watch List", through her show and website, to help track down accused child molesters. Within the first 48 hours, two of the featured men were captured.

### **Radio Oprah**

In February 2006, it was announced that Oprah had signed a three-year, \$55 million contract with XM Satellite Radio to establish a new radio channel.

The channel, Oprah Radio, features popular contributors to *The Oprah Winfrey Show* and *O, The Oprah Magazine* including Nate Berkus, Dr. Mehmet Oz, Bob Greene, Dr. Robin Smith and Marianne Williamson.

*Oprah & Friends* began broadcasting in September 2006, from a new studio at her Chicago headquarters. The channel broadcasts 24 hours a day, seven days a week on XM Radio Channel 156. Oprah's contract requires her to be on the air 30 minutes a week, 39 weeks a year. The 30-minute weekly show features Oprah with her friend Gayle King.

### **Oprah at Home**

Oprah currently lives on "The Promised Land", her 17-hectare estate with ocean and mountain views in Montecito, California.

She also owns a house in Lavallette, New Jersey; an apartment in Chicago, an estate on Fisher Island, Florida, a house in Douglasville, Georgia; a ski house in Telluride, Colorado; and property on Maui, Hawaii and Antigua. Her base during filming of her TV show is Chicago, where she spends time in the neighborhood of Streeterville.

### **Oprah's Personal Wealth**

Despite being born into rural poverty, and then raised by a mother on welfare in a poor urban neighborhood, Oprah became a millionaire at age 32 when her talk show went national.

Oprah was in a position to negotiate ownership of the show and start her own production company because of the success and the amount of revenue the show generated.

By the time she was 41, Oprah had a net worth of \$340 million and replaced Bill Cosby as the only African American on the Forbes 400. Although black people are just under 13% of the U.S. population, Oprah has remained the only African American to rank among America's 400 richest people nearly every year since 1995.

With a rumored net worth approaching \$3 billion, Oprah is believed to be the richest African American of the 20th century.

Owing to her status as a historical figure, Professor Juliet E.K. Walker of the University of Illinois created the course "History 298: Oprah Winfrey, the Tycoon."

Oprah was the highest paid TV entertainer in the United States in 2006, earning an estimated \$260 million during the year, five times the sum earned by second-place music executive Simon Cowell.

By 2008, her yearly income had increased to \$275 million. Forbes' International Rich List has listed Oprah as the world's only black billionaire from 2004 to 2006 and as the first black woman billionaire in world history.

According to Forbes, in September 2010 Oprah was worth over \$2.7 billion and had overtaken former eBay CEO Meg Whitman as the richest self-made woman in America.

*Forbes* magazine values the fortune of "The Queen of Daytime Talk" at \$2.4 billion dollars. Oprah's name is synonymous with success. She is a self-made woman who has managed to turn herself into a cultural icon. She created the "*Oprah Winfrey Show*," *O Magazine*, and the Oprah Winfrey Network.

Oprah has her own production company known as *Harpo* Productions which develops motion pictures, television programs and radio programming. She has launched the careers of Rachael Ray, Dr. Phil and Dr. Oz.

Oprah's Midas touch turns every product that she recommends into an overnight sensation, every book becomes a bestseller and every product a must have.

### **Oprahfication**

The Wall Street Journal coined the term "Oprahfication", meaning public confession as a form of therapy. By confessing intimate details about her weight problems, tumultuous love life, and sexual abuse, and crying alongside her guests, *Time* magazine credits Oprah with creating a new form

of media communication known as "rapport talk" as distinguished from the "report talk" of Phil Donahue.

"Oprah saw television's power to blend public and private; while it links strangers and conveys information over public airwaves, TV is most often viewed in the privacy of our homes. Like a family member, it sits down to meals with us and talks to us in the lonely afternoons.

"Grasping this paradox, she makes people care because she cares. That is Oprah's genius, and will be her legacy, as the changes she has wrought in the talk show continue to permeate our culture and shape our lives."

Observers have also noted the "Oprahfication" of politics such as "Oprah-style debates" and Bill Clinton being described as "the man who brought Oprah-style psychobabble and misty confessions to politics."

Newsweek stated: "Every time a politician lets his lip quiver or a cable anchor 'emotes' on TV, they nod to the cult of confession that Oprah helped create.

"Oprah's disclosures about her weight (which peaked at 108 kg) also paved the way for other plus-sized women in media such as Roseanne Barr, Rosie O'Donnell and Star Jones. The November 1988 *Ms.* observed that, "In a society where fat is taboo, she made it in a medium that worships thin and celebrates a bland, white-bread prettiness of body and personality [...] But Oprah made fat sexy, elegant – damned near gorgeous – with her drop-dead wardrobe, easy body language, and cheerful sensuality."

**"I've always been a homebody. I know that might be hard to believe, given my full schedule, but I usually head home right after work, finish dinner before 7, and climb into bed by 9:30. Even on weekends, home is my all-time favorite hangout. Since I've spent most of my adult life in the public eye, it's important for me to carve out a private space. A refuge. A safe house."**

*Oprah*

## 2.

# THE OPRAH EFFECT

“She is such a bountiful and renowned giver of gifts that, as with any kid on the day after Christmas, the first question anyone who has attended one of her shows will be asked is, “What did you get?”

## **Oprah's Fan Base and Demographics**

The viewership for *The Oprah Winfrey Show* was highest during the 1991-1992 season, when about 13.1 million U.S. viewers were watching each day. By 2003, ratings declined to 7.4 million daily viewers.

Ratings briefly rebounded to approximately 9 million in 2005 and then declined again to around 7.3 million viewers in 2008, though it remained the highest rated talk show.

By 2008, Oprah's show was airing in 140 countries internationally and seen by an estimated 46 million people in the US weekly.

According to the Harris poll, Oprah was America's favorite television personality in 1998, 2000, 2002–2006, and 2009. Oprah was especially popular among women, Democrats, political moderates, Baby Boomers, Generation X, Southern Americans and East Coast Americans.

Outside the U.S., Oprah has become increasingly popular in the Arab world. *The Wall Street Journal* reported in 2007 that MBC 4, an Arab satellite channel, centered its entire programming around reruns of her show because it was drawing record numbers of female viewers in Saudi Arabia.

In 2008, the *New York Times* reported that *The Oprah Winfrey Show*, with Arabic subtitles, was broadcast twice each weekday on MBC 4. Oprah's modest dress, combined with her attitude of triumph over adversity and abuse has caused some women in Saudi Arabia to idealize her.

The power of Oprah's opinions and endorsement to influence public opinion, especially consumer purchasing choices, has been dubbed "The Oprah Effect".

The effect has been documented or alleged in domains as diverse as book sales, beef markets, and election voting. Late in 1996, Oprah introduced the Oprah's Book Club segment to her television show. The segment focused on new books and classics and often brought obscure novels to popular attention. The book club became such a powerful force that whenever Oprah introduced a new book as her book-club selection, it instantly became a best-seller; for example, when she selected the classic John Steinbeck novel *East of Eden*, it soared to the top of the book charts.



Being recognized by Oprah often means a million additional book sales for an author. In *Reading with Oprah: The Book Club that Changed America* (2005), Kathleen Rooney describes Oprah as “a serious American intellectual who pioneered the use of electronic media, specifically television and the Internet, to take reading – a decidedly non-technological and highly individual act – and highlight its social elements and uses in such a way to motivate millions of erstwhile non-readers to pick up books.”

After James Frey's *A Million Little Pieces* was found to contain fabrications in 2006, Oprah confronted him on her show over the breach of trust. In 2009, Oprah apologized to Frey for the public confrontation.

During a show about mad cow disease with Howard Lyman in April 1996, Oprah said she was stopped cold from eating another burger. Texas cattlemen sued her and Lyman in early 1998 for “false defamation of perishable food” and “business disparagement”, claiming that Oprah's remarks sent cattle prices tumbling, costing beef producers \$11 million.

On February 26, after a two month trial in an Amarillo, Texas court, a jury found Oprah and Lyman were not liable for damages.

During the lawsuit, Oprah hired Phil McGraw's company Courtroom Sciences, Inc. to help her analyze and read the jury. McGraw made such an impression on Oprah that she invited him to appear on her show.

He accepted the invitation and appeared regularly on *The Oprah Winfrey Show* before launching his own show, *Dr. Phil*, created in 2002 by Oprah's production company, *Harpo* Productions, in partnership with CBS Paramount, which produced the show. Oprah's ability to launch other successful talk shows such as *Dr. Phil*, *Dr. Oz* and *Rachael Ray* has also been cited as examples of “The Oprah Effect”.

Oprah endorsed presidential candidate Barack Obama in the 2008 presidential election, the first time she endorsed a political candidate running for office.

Oprah held a fundraiser for Obama on September 8, 2007, at her Santa Barbara estate. In December 2007, Oprah joined Obama for a series of rallies in the early primary states of Iowa, New Hampshire, and South Carolina.

The Columbia, South Carolina event on December 9, 2007, drew a crowd of nearly 30,000, the largest for any political event of 2007. An analysis by two economists at the University of Maryland, College Park estimated that

Oprah's endorsement was responsible for between 420,000 and 1,600,000 votes for Obama in the Democratic primary alone, based on a sample of states that did not include Texas, Michigan, North Dakota, Kansas, or Alaska.

The results suggested that in the sampled states, Oprah's endorsement was responsible for the difference in the popular vote between Barack Obama and Hillary Clinton.

The governor of Illinois, Rod Blagojevich, reported being so impressed by Oprah's endorsement that he considered offering Oprah Obama's vacant senate seat describing Oprah as "the most instrumental person in electing Barack Obama president", with "a voice larger than all 100 senators combined." Oprah responded by stating that although she was absolutely not interested, she did feel she could be a senator.

### **Oprah's Ability to Change and Promote Acceptance of Social Norms**

Oprah promotes openly gay celebrities on her show, such as her hairdresser Andre Walker, makeup artist Reggie Wells, and decorator Nate Berkus, who inspired an outpouring of sympathy from Middle America after grieving the loss of his partner in the 2004 tsunami on the show.

In April 1997, Oprah played the therapist in "The Puppy Episode" on the sitcom *Ellen* to whom the character (and the real-life Ellen DeGeneres) said she was a lesbian.

In 1998, Mark Steyn in the *National Review* wrote of Oprah, "Today, no truly epochal moment in the history of the Republic occurs unless it is validated by her presence. When Ellen said, 'Yep! I'm gay,' Oprah was by her side, guesting on the sitcom as (what else?) the star's therapist."

While Phil Donahue has been credited with pioneering the tabloid talk show genre, Oprah's warmth, intimacy and personal confession, popularized and changed it.

Her success at popularizing of the tabloid talk show genre had opened up a thriving industry that has included *Ricki Lake*, *The Jenny Jones Show*, and *The Jerry Springer Show*.

Sociologists such as Vicki Abt criticized tabloid talk shows for redefining social norms. In her book *Coming After Oprah: Cultural Fallout in the Age of the TV Talk Show*, Abt warned that the media revolution that followed Oprah's success was blurring the lines between "normal" and "deviant" behavior.

In the book *Freaks Talk Back*, Yale sociology professor Joshua Gamson credits the tabloid talk show genre with providing much needed high impact media visibility for gay, bisexual, transsexual, and transgender (LGBT) people and doing more to make them mainstream and socially acceptable than any other development of the 20th century.

In the book's editorial review Michael Bronski wrote, "In the recent past, lesbians, gay men, bisexuals, and transgendered people had almost no presence on television. With the invention and propagation of tabloid talk shows such as *Jerry Springer*, *Jenny Jones*, *Oprah*, and *Geraldo*, people outside the sexual mainstream now appear in living rooms across America almost every day of the week."

Gamson credits the tabloid talk show with making alternative sexual orientations and identities more acceptable in mainstream society. Examples include a *Time* magazine article describing early 21st century gays coming out of the closet younger and younger and gay suicide rates plummeting.

Gamson also believes that tabloid talk shows caused gays to be embraced on more traditional forms of media. Examples include sitcoms like *Will & Grace*, prime time shows like *Queer Eye for the Straight Guy* and Oscar nominated feature films like *Boys Don't Cry* and *Brokeback Mountain*.

During a show in 1988, members of the studio audience stood up one by one, gave their name and announced that they were gay in observance of National Coming Out Day.

In the 1980s Oprah took her show to West Virginia to confront a town gripped by AIDS paranoia because a gay man living in the town had HIV. Oprah interviewed the man who had become a social outcast and the town's mayor who drained a swimming pool in which the man had gone swimming, and debated with the town's hostile residents.

"But I hear this is a God-fearing town", Oprah scolded the homophobic studio audience; "Where's all that Christian love and understanding?"

During a show on gay marriage in the 1990s, a woman in Oprah's audience stood up to complain that gays were constantly flaunting their sex lives and she announced that she was tired of it.

"You know what I'm tired of", replied Oprah, "heterosexual males raping and sodomizing young girls. That's what I'm tired of." Her rebuttal inspired a screaming standing ovation from that show's studio audience.

## **Oprah's Spiritual Leadership**

In 2000, Oprah was awarded the Spingarn Medal from the National Association for the Advancement of Colored People (NAACP).

In 2002, *Christianity Today* published an article called "The Church of O" in which they concluded that Oprah had emerged as an influential spiritual leader. "Since 1994, when she abandoned traditional talk-show fare for more edifying content, and 1998, when she began 'Change Your Life TV', Oprah's most significant role has become that of spiritual leader. To her audience of more than 22 million mostly female viewers, she has become a post-modern priestess, an icon of church-free spirituality."

The sentiment was echoed by Marcia Z. Nelson in her book *The Gospel According to Oprah*. Since the mid 1990s, Oprah's show has emphasized uplifting and inspirational topics and themes and some viewers say the show has motivated them to perform acts of altruism such as helping Congolese women and building an orphanage.

A scientific study by psychological scientists at the University of Cambridge, University of Plymouth, and University of California used an uplifting clip from *The Oprah Winfrey Show* in an experiment that discovered that watching the 'uplifting' clip caused subjects to become twice as helpful as subjects assigned to watch a British comedy or nature documentary.

On the season premier of Oprah's 13th season Roseanne Barr told Oprah "You're the African Mother Goddess of us all" inspiring much enthusiasm from the studio audience.

The animated series *Futurama* alluded to her spiritual influence by suggesting that "Oprahism" is a mainstream religion in 3000 AD.

Twelve days after the September 11 attacks, New York Mayor Rudy Giuliani asked Oprah to serve as host of a Prayer for America service at New York City's Yankee Stadium which was attended by Former President Bill Clinton and New York Senator Hillary Clinton.

Leading up to the U.S.-led 2001 invasion of Afghanistan, less than a month after the September 11 attacks Oprah aired a controversial show called "Islam 101" in which she portrayed Islam as a religion of peace, calling it "the most misunderstood of the three major religions".

In 2002, George W. Bush invited Oprah to join a US delegation that included adviser Karen Hughes and Condoleezza Rice, planning to go to Afghanistan to celebrate the return of Afghan girls to school. The 'Oprah

Strategy' was designed to portray the war on terror in a positive light, however when Oprah refused to participate, the trip was postponed.

Leading up to the U.S.-led invasion of Iraq, Oprah's show received criticism for allegedly having an anti-war bias. Ben Shapiro of Townhall.com wrote: "Oprah Winfrey is the most powerful woman in America. She decides what makes the *New York Times* best-seller lists. Her touchy-feely style sucks in audiences at the rate of 14 million viewers per day. However, Oprah is far more than a cultural force, she's a dangerous political force as well, a woman with unpredictable and mercurial attitudes toward the major issues of the day."

In 2006, Oprah recalled such controversies: "I once did a show titled '*Is War the Only Answer?*' In the history of my career, I've never received more hate mail – like 'Go back to Africa' hate mail. I was accused of being un-American for even raising the question."

Liberal filmmaker Michael Moore came to Oprah's defence, praising her for showing antiwar footage no other media would show and begging her to run for president.

A February 2003 series, in which Oprah showed clips from people all over the world asking America not to go to war, was interrupted in several east coast markets by network broadcasts of a press conference in which President George W. Bush and Colin Powell summarized the case for war.

In 2007, Oprah began to endorse the self-help program *The Secret*. *The Secret* claims that people can change their lives through positive thoughts or 'vibrations', which will then cause them to attract more positive vibrations that result in good things happening to them.

Peter Birkenhead of *Salon* magazine argued that this idea is pseudoscience and psychologically damaging, as it trivializes important decisions and promotes a quick-fix material culture, and suggest Oprah's promotion of it is irresponsible given her influence.

In 2007, skeptic and magician James Randi accused Oprah of being deliberately deceptive and uncritical in how she handles paranormal claims on her show.

In 2008, Oprah endorsed author and spiritual teacher Eckhart Tolle and his book, *A New Earth: Awakening to Your Life's Purpose*, which sold several million extra copies after being selected for her book club.

During a Webinar class, in which she promoted the book, Oprah stated "God is a feeling experience and not a believing experience. If your religion is a believing experience [...] then that's not truly God."

Frank Pastore, a Christian radio talk show host on KKLA, was among the many Christian leaders who criticized Oprah's views, saying, "If she's a Christian, she's an ignorant one, because Christianity is incompatible with New Age thought."

Oprah was named as the 2008 Person of the Year by animal-rights group People for the Ethical Treatment of Animals (PETA) for using her fame and listening audience to help the less fortunate, including animals. PETA praised Oprah for using her talk show to uncover horrific cases of cruelty to animals in puppy mills and on factory farms, and Oprah even used the show to highlight the cruelty-free vegan diet that she tried. Oprah also refuses to wear fur or feature it in her magazine.

In 2009 Oprah filmed a series of interviews in Denmark highlighting its citizens as the happiest people in the world. In 2010, Bill O'Reilly of Fox News criticized these shows for promoting a left-wing society.

### **What Does Forbes Magazine Say About Oprah?**

According to Forbes, Oprah was the highest-earning celebrity in 2011-2012, pulling in an estimated \$165 million in the year through May 2012. She continues to support educational causes and has spent, to date, over \$100 million on the Oprah Winfrey Leadership Academy for Girls in South Africa. Her lifetime giving totals around \$400 million.

Her Oprah Winfrey Network (OWN) looks to be turning the corner. Despite low ratings early on, a deal with Comcast means OWN can now be seen in 83 million homes.

The September 2012 debut of OWN's self-help show *Iyanla Fix My Life*, hosted by Oprah-approved guru Iyanla Vanzant, was met with much hype and positive reviews.

The majority of Oprah's net worth stems from 25 years of her profitable daytime TV show, plus earnings from her *Harpo* production company, which has a hand in the Dr. Phil, Rachel Ray and Dr. Oz shows.

## **Oprah The Humanitarian and Philanthropist**

In 2004, Oprah became the first black person to rank among the 50 most generous Americans and she remained among the top 50 until 2010. By 2012 she had given away about \$400 million to educational causes.

By 2012, Oprah had also given over 400 scholarships to Morehouse College in Atlanta, Georgia. Oprah was the recipient of the first Bob Hope Humanitarian Award at the 2002 Emmy Awards for services to television and film.

To celebrate two decades on national TV, and to thank her employees for their hard work, Oprah took her staff and their families (1065 people in total) on vacation to Hawaii in the summer of 2006.

## **Oprah's Charity Work, Events and Causes**

Oprah has used her show to talk about the importance of donating to charity. She has donated millions of dollars to various charities and organizations, with most of her money going to three foundations: The Angel Network, The Oprah Winfrey Foundation, and The Oprah Winfrey Operating Foundation.

Using her talk to show to publicize The Angel Network, Oprah has said that 100 percent of any donation goes directly towards funding a project. Some examples of the projects are The Oprah Winfrey Leadership Academy for Girls in South Africa and Rebuilding the Gulf Coast.

The Oprah Winfrey Foundation is run exclusively by Oprah and the public cannot donate to this organization, because it's funded by an endowment. The Oprah Winfrey Operating Foundation was initially created in 2007 to give money towards the Leadership Academy for Girls in South Africa. Through these organizations, Oprah has truly established herself as an altruistic person. She has extended her arm and influence far and wide throughout the world.

Besides these organizations, Oprah has volunteered her time with other various charities. Oprah signed a wooden dog bone for an auction to benefit the Mississippi Animal Rescue League. Oprah also gave 300 members of her audience \$1000 each to donate to a charity of their choice. She helped design and signed a pair of shoes for the Stuart Weitzman charity shoe auction benefiting ovarian cancer awareness and research.

Oprah is also a big supporter of the Clinton Foundation, which supports many causes including treating HIV and AIDS and fighting climate change. She donates to Project Cuddle, which rescues hundreds of babies from abandonment and abuse every year.

She is one of the largest contributors to Free The Children, an organization dedicated to building schools for children in developing countries. Oprah has also auctioned off some of the cars from her collection for charity.

On her show Oprah has talked about various issues including the importance to donate to charity.

### **Oprah's Angel Network**

In 1998, Oprah created the Oprah's Angel Network, a charity that supported charitable projects and provided grants to nonprofit organizations around the world.

Oprah's Angel Network raised more than \$80,000,000 (\$1 million of which was donated by Jon Bon Jovi). Oprah personally covered all administrative costs associated with the charity, so 100 percent of all funds raised went to charity programs.

The charity stopped accepting donations in May 2010 and was later dissolved.

In the wake of Hurricane Katrina, Oprah created the Oprah Angel Network Katrina registry which raised more than \$11 million for relief efforts. Winfrey personally gave \$10 million to the cause.

Homes were built in Texas, Mississippi, Louisiana and Alabama before the one year anniversary of Hurricanes Katrina and Rita.

### **Oprah, The Female Santa**

One commentator dubbed Oprah, "The Female Santa", saying "She is such a bountiful and renowned giver of gifts that, as with any kid on the day after Christmas, the first question anyone who has attended one of her shows will be asked is, "What did you get?"

Sometimes Oprah's gifts are insubstantial - perhaps a book, or a \$10 McDonald's voucher - but sometimes they are massive.

The trip to Australia for 302 fans was Oprah's most famous giveaway, but it's not the most exorbitant. In 2004, she gave a new car to each and every



member of her audience, a gesture that was valued at the time at \$US7.8 million.

On one renowned day each year, she used to give everyone in her studio audience the 10 things that had made it on to the list of her “Ultimate Favourite Things” for the previous 12 months.

One year's booty included an iPad, a \$400 handbag and a pair of sparkly Ugg boots. No wonder tickets for the taping of her shows were so hotly sought after!

Oprah's reputation for generosity was further bolstered by her financial donations. Between 1998 and 2007, she gave \$US230 million to her Oprah Winfrey Foundation, which disperses money to many charitable causes, including her school for girls in South Africa (sadly, the site of an ugly sex scandal) and the homes built in New Orleans for victims of Hurricane Katrina.

Many people have suggested Oprah should be nominated for sainthood, or at least for a Nobel Prize. There was a fan-driven campaign to earn her a nomination for a Nobel Prize in 2005, but it fell well short of its 100,000-signature target.

Oprah's tax deductible giving amounts to less than 13 percent of her \$US1.8 billion income over a ten-year period.

Forbes magazine declared Oprah the wealthiest black person on the planet, with a net worth last estimated at \$US2.7 billion and earnings of \$US315 million in 2010 alone.

The recent launch of her OWN (an acronym for Oprah Winfrey Network) cable channel could see her earning even more than that in years to come.

Oprah's unofficial biographer Kitty Kelley cynically details the degree to which Oprah is concerned that her giving should be documented.

Kelley claims in her 2010 book *Oprah*, Oprah began “giving in earnest” in 1997. That year she donated \$12 million to the foundation established in her name, and also set up Oprah's Angel Network, a charitable body that collects donations from her viewers.

By 2008, Kelley claims, “her viewers [through the Network] had contributed more than \$70 million to 172 projects around the world, all selected by Oprah and donated in her name. She fully understood the goodwill that accrues to those who give, and when she gave, she did so very publicly. Her philanthropy was not quiet or anonymous.”

Oprah likes to say, as she did at the end of her first live show in Sydney in 2010, that you get back what you give out. Certainly, that seems to be the way she operates where acts of charity are concerned: you give out (money), you get back (the positive associations). And the beauty of it is, her production company, *Harpo*, is willing to let others have a little slice of that action, too.

The cars in 2004 were donated by General Motors, and the people who received them had been selected by *Harpo* as worthy (on the grounds of poverty or need or good works done for others). In scenes that foreshadowed the great Aussie giveaway, Oprah told everyone,, "You get a car. And you get a car. Everyone gets a car." Everyone was a winner: Oprah looked generous, General Motors looked generous, the audience members looked ecstatic. Only after the credits rolled did it emerge that some of the recipients would have to forgo the gift because they couldn't afford the \$7000 taxes payable on the gift (and which Harpo was unwilling to cover). Bummer, but no harm done to Brand Oprah.

In Australia, Oprah "gave away" \$1 million worth of computer gear to a needy school (donated by IBM and Hewlett Packard). She gave away \$250,000 to a cancer sufferer and his family (donated by X-Box).

She gave away 6000 pearl necklaces (donated by West Australian pearl producer MG Kailis) and 6000 diamond pendants (donated by Rio Tinto). And, of course, she gave away the trip of a lifetime to each of the 302 ultimate fans who accompanied her from Canada and America (donated by Australian tourism bodies).

None of which is to say there is not a lot to admire in Oprah's generosity. It's merely to make the point that when Oprah gives, there's a very good chance someone else is picking up the tab - even as she is picking up the glory.

## **Oprah and Race in Forsyth County, Georgia**

Just months after *The Oprah Show's* national debut, Oprah made headlines when she visited Forsyth County, Georgia in 1987, a community in which no black person had lived for 75 years.

Oprah found a hotbed of racial tensions and divisive opinions in Forsyth, until one brave woman stood up and said it was time for a change. "I just hate to think that someone is going to get hurt before the people get some

sense about them and talk about this and get it like it's supposed to be - black and white together in Forsyth County. There's no other way," she said.

In late 2010, *Oprah Show* producers went back to Forsyth. It is now one of the richest counties in the United States and more than 7,000 African American citizens live there. The residents there, both black and white, say it's a great place to live and raise a family.

### **Oprah and Race in Little Rock, Arkansas**

The US was riveted by the Little Rock Nine in 1957 when nine black teenagers were sent to integrate Little Rock Central High School in Arkansas. On their first day of school, they met opposition from threatening white students and even the National Guard, who blocked their entrance into the school.

They were finally allowed to enter the school from a side door and a white mob erupted. Once inside, they found their struggles for respect and equality had only just begun.

In 1996, Oprah spoke with those former students who said they went to school in an atmosphere of hostility and war. Three former white students spoke out that day to say they regretted their opposition to the Little Rock Nine. One of the former students, Ann, says she was raised in a racist family and has now broken that chain of racism with her own family.

"That was a blessed day for me to be in the studio with the Little Rock Nine because there's no question that they paved the way for people like myself. And their shoulders, I'm standing on them," says Oprah.

### **Oprah and an Eye Opening Race Experience**

In 1992, *The Oprah Show* set up an "eye-opening" experiment. When the audience arrived that day, they were separated into two groups based on the color of their eyes—but they had no idea.

The blue-eyed people were pulled out of line, told to put on green collars and were treated poorly by *The Oprah Show* staff. The brown-eyed people were asked to step to the front of the line, were given coffee and donuts and were treated respectfully by the staff.

Diversity expert Jane Elliot helped set up the experiment, and she played along by telling the segregated audience that brown-eyed people were smarter than blue-eyed people.

The blue-eyed audience members grew visibly upset at being discriminated against, and it wasn't long before the brown-eyed people bought into the idea that they were superior. Eventually, the audience figured out that the show was not about the color of their eyes, but about race.

"I believe the lessons from that show are still so valuable today because it really illustrates how susceptible we all are to prejudice and how quickly people can be poisoned by misinformation and ignorance," Oprah said.

In 1995, Josh Solomon took some potentially life-threatening pills to change his skin from white to black. For one week, Josh lived as a young black man - and the results were chilling.

Josh was refused service in a restaurant, needlessly questioned by a police officer and seen as suspicious by people on the street. In the short time he spent as a black man, Josh concluded that we haven't come as far as we thought. Afterward, Josh told Oprah that, "White people get this respect and black people are constantly trying to prove that they deserve it or are worthy of it."

"I thought that was so profound," Oprah says. "It was really the first time we'd heard anything like that on our show, particularly coming from a young white man."

### **Mom Oprah - Oprah's School For Girls**

In early 2012, Oprah graduated the first class of her Oprah Winfrey Leadership Academy for Girls on Saturday, a 10-year journey that has been filled with tears, trials and triumph, according to Oprah. 72 students graduated and the school currently had around 400 students.

"I've learned so much. I would do it differently but the fact that we are here is a triumph. This has been a journey of 8,000 miles, the graduation for me, is about celebrating the journey this has been."

In January 2007, Oprah opened the Oprah Winfrey Leadership Academy for Girls on 52 acres in the small town of Henley-on-Klip, south of Johannesburg, South Africa. It took \$40 million and six years to build.

At the time, Oprah called the school - a promise to herself and to former South African President Nelson Mandela - "the fulfillment of my work on Earth."

Of the nearly 3,000 applicants, 152 of the country's brightest young girls were selected to attend the boarding school.

Oprah said that despite their traumatic backgrounds - rocked with poverty, AIDS, rape, disease and death - the students pushed forward and succeeded. All of them are headed to college, with 10 percent bound for a U.S. university.

"I've just never seen a more resilient or brilliant group of girls," she said. "I mean, they have a heart of brilliance. They're just so open and gracious. I'm such a proud mother. They have taken this moment, this opportunity, and seized it in a way that I could only dream of".

"I will be celebrating that at Saturday's graduation," Oprah said. "I will be trying to take that all in and looking into the eyes of their parents who will for sure know that this poverty cycle, that the cycle of poverty, has been broken with their daughters."

Oprah, whom the young women affectionately call "Mom Oprah," said that one young woman named Bushadi was attending Wellesley in Massachusetts. Oprah said that Bushadi, who still sleeps with her mother in a tin shack when she returns home, had written about her township in her college essay.

"Bushadi is the one girl who in the interview five years ago stopped the interview and said, 'I would just like to say that if you allow me to come to this school, I promise I'll make you proud,' she said. "She has. I mean every single moment. Not a moment let down."

Oprah said she has few concerns about the young women as they started a new chapter in their lives.

"My biggest worry is their biggest worry. Many of them will say they're worried about actually disciplining themselves. They're worried about not having the structure and the support. My biggest worry is that maybe we gave them too much support and not allowed them to be able to actually function in the world".

"My biggest worry is that they are so proud that they will be afraid of being perceived as not being smart enough and therefore will not ask questions. That they won't ask for what they need".

"Is it a challenge? Yes, but it's also I think an incredible opportunity to be able to maintain a connection with the audience and create what I consider to be programming that is mindful and not meaningless to you," Oprah added.

Oprah's school presented her with its own challenges as well. In November 2007, allegations of sexual and physical abuse by a school matron arose. The school matron was dismissed and then charged with molesting several girls. Oprah flew to South Africa, apologizing to the students and parents and praising the girls who'd come forward to report the abuse. The matron was acquitted in October 2010.

The school went on to flourish despite the early setbacks, becoming an even stronger learning institution as they grew over the years.

Oprah shared some of the lessons she'd learned since opening the school, including the importance of patience. "What I learned in this process is that you do nothing alone and that you can have a lot of big ideas and a lot of big dreams and vision, but unless you have the infrastructure and the people, the team of people, to work with you, nothing ever gets done. But through every single difficulty I have said to myself the investment is in leadership. It's in the leadership of these girls."

### **Oprah and The Gossip Mill**

Every famous person generates a large amount of gossipy stories and Oprah is no exception. One tale has Oprah storming out of a Washington, D.C. art gallery after the owner asked her to come upstairs to see three paintings he had bought and shipped to his shop for her viewing, at her request.

According to one tale, Oprah referred to herself in the third person and said, "Oprah does not do stairs," then left hastily without purchasing a painting.

Another tale has Oprah spending US\$47 million on a private jet and getting the city of Chicago to pay for a parking lot in the hangar where she stores it (Mayor Richard Daley has denied this claim).

When Kitty Kelley's book about Oprah was published in 2010, television shows and interviewers reportedly 'ran screaming' from Kelley and her book, terrified of incurring Oprah's wrath.

"It is true, it is absolutely true," Kelley said on NBC's *The Today Show*, one of only two networks to break the unspoken embargo asked about her ostracism.

Running through a list of famous TV presenters who had turned her down or more accurately her publishers, who had made the approaches, Kelley

made clear that many had made no secret of their anxiety not to offend Oprah.

“Barbara Walters won’t have me on her show because she doesn’t want to offend Oprah. Larry King too, ‘I don’t want to see Kitty Kelley’ a friend of Oprah,” she said. “Charlie Rose. Even David Letterman who’s had a 16-year feud with her said, ‘I don’t really want to disrupt the relationship I now have with her.’”

The refusal of Rachael Ray, a US celebrity chef and TV presenter, was “kind of understandable”, said Kelley, because she was “an Oprah acolyte.” The others, she believes, had no excuse.

Apart from NBC, only Fox News, not a sympathiser with Oprah’s staunch Democrat loyalties reportedly said, “yes” to interviewing Kelley. ABC has allegedly instituted a total ban on her appearing anywhere on its network.

According to Kelley, there was “no question” that the media response showed how omnipotent Oprah was perceived to be.

“I don’t think for a minute that Oprah got on the phone and said, ‘Barbara, don’t have Kitty on’. She doesn’t have to. She is that powerful.”

### **Oprah - A Negative Statement Is Poison**

“A few months back, Goldie Hawn told me she created her own safe haven by declaring her home a gossip-free zone. As part of her work for Words Can Heal, a national campaign to eliminate verbal violence, she and her family pledged to replace words that belittle and do damage with those that encourage and rebuild”.

“Her choice to use language that uplifts is in line with a truth Maya Angelou passed on to me: ‘I’m convinced that the negative has power - and if you allow it to perch in your house, in your mind, in your life, it can take you over,’ she said. ‘Those negative words climb into the woodwork, into the furniture, and the next thing you know, they’re on your skin. A negative statement is poison.’”

“I know firsthand just how hurtful negative words can be. Early in my career, when the tabloids began printing so many untruthful things about me, I was devastated. I felt misunderstood. And I wasted a lot of energy worrying about whether people would believe the falsehoods. How could they get away with printing outright slander? I had to fight the urge to call up anyone who’d maligned me and defend myself”.

“That was before I understood what I now know for sure: When someone spreads lies about you, you're not in it. Never. Gossip - be it in the form of a rumor that's sweeping the nation or a gripe session between friends - reflects the insecurity of those who initiate it. When we make negative statements about others behind their backs, we often do so because we want to feel powerful - and that's usually because we in some way feel powerless, unworthy, not courageous enough to be forthright.

“Hurtful words also send the message - both to ourselves and to those with whom we share them - that we can't be trusted. If someone is willing to tear down one "friend", why wouldn't she be willing to disparage another? Gossip means we haven't emboldened ourselves to talk directly to the people we take issue with, so we belittle them - playwright Jules Feiffer calls it 'committing little murders'. In short, gossip is an assassination attempt by a coward”.

“We live in a culture obsessed with gossip—who's wearing what, who's dating whom, who's entangled in the latest sex scandal. What would happen if we declared our homes, our relationships or our lives gossip-free zones? We'd probably be surprised at how much time we'd free up to do the work that's most significant—building our dreams rather than tearing down others. We'd fill our homes with a spirit of truth that would make visitors want to kick off their shoes and stay awhile. And we'd remember that while words have the power to destroy, they also have the power to heal”.

- From the December 2002 issue of *O, The Oprah Magazine*

## **Why Is Oprah So Successful?**

The most basic analysis of why Oprah is so successful can be summed up very simply; she is a brilliant communicator with a shrewd business brain.

On a deeper level, while appearing on Larry King's show, Oprah told him a story about how she had lived and literally 'breathed the book', "The Color Purple" on a daily basis twenty years ago.

She said that she had also prayed about being in the upcoming movie and how much she just knew this was supposed to happen for her. When it appeared that she might not be cast, she went to stay at a 'fat farm' because she was feeling so down on herself and was extremely disappointed and downhearted about the prospect of not being in the movie.



Oprah told Larry King that she had always just known deep in her heart and in her soul that she was the perfect, right person for this movie, so the thought of not being in it was something that she could just not fathom!

Days later, however, in the midst of crying while singing the final stanza of the song, "I Surrender," someone came up to her and told her she had a phone call. As it turned out, the phone call was from Steven Spielberg telling her that he wanted to talk to her about being in "The Color Purple," in which she went on to play a very pivotal role in this very memorable and brilliant movie.

Oprah told King that that life experience changed her life forever, saying it reaffirmed to her the immense power that our thoughts have in the outcomes in our lives and that she truly knows and believes that our thoughts can bring us our dreams.

One of the most obvious reasons why Oprah is so successful is not only in her extraordinary wealth consciousness, but also that she is not possessive of her wealth and success and openly and enthusiastically shares her wealth with others as well as the wonderful spiritual and life principles that got her there.

She is someone who believes very strongly that everyone can achieve great things by their right thoughts and right actions. She is absolutely phenomenal in the way that she continually serves as a great example of living these principles and in attaining and probably even in exceeding her own dreams!

Every day, she showed people examples on how to attain our goals, live our dreams, and reach our highest potential just as she has. That is called the Law of Reciprocity - also known as 'The Law of Attraction'.

In other words, what you give out comes back to you multiplied. No wonder she is so successful. There are no accidents in the Universal Laws of Life.

The other Universal Law she embraces so well in order to manifest her success is, "Thoughts are things and your thoughts create your reality".

Putting it another way, it is to understand the wisdom of the ancient saying, "As within, so without." You create your outer life from within and not the other way around as so many people have been taught to believe.

For example, if you cannot see wealth in your mind, you will never see it in your bank balance! Your inner thoughts will always create your outer actions and the results you get in life.

It is important to note that Oprah also uses the creative and successful use of visualization to attain her good.

Visualization is nothing new, especially in the world of sports. The greatest athletes in the world use visualization techniques all the time to accomplish extraordinary performances. They constantly visualize exactly what they need to do to make sure they get that winning goal, winning run off the last ball or the gold medal they have worked so hard to attain.

### **Oprah's Success Factors**

"What I know for sure is that if you want to have success, you can't make success your goal," Oprah says. "The key is not to worry about being successful, but to instead work toward being significant – and the success will naturally follow."

Oprah's success has not come easily, but rather as the result of a number of crucial factors:

#### **A Goal-Oriented Focus:**

"You become what you believe," says Oprah. "You are where you are today in your life based on everything you have believed."

Oprah's unwavering belief in her abilities is what drove her to focus all of her life's energy on reaching her objectives. Focused on a career in broadcasting, Oprah ignored all other diversions until she had achieved her goals. Once she became a successful talk show host, she continued to diversify in areas within broadcasting.

Oprah's single-minded focus allowed her to concentrate all of her time and energy into achieving the life of her dreams.

#### **The Ability to Overcome Diversity:**

Having experienced much abuse and adversity as a young child, Oprah developed the survival instinct at an early age. She learned the lesson that if you wanted to not only stay alive but also make something of yourself, you had to fight. This would well prepare her for the obstacles she would later face in the worlds of broadcasting and business.

### **The Ability to Recognize and Seize the Opportunity:**

"I don't believe in coincidences," says Oprah. From hosting a talk show, to acting, to utilizing the Internet to bring her company online, Oprah has listened to her inner voice and grabbed every opportunity she believed was necessary to achieve her goals.

She was not afraid to venture into the unknown or reinvent herself through various media. Oprah's success also lies in the opportunities she has turned down, such as thousands of dollars worth of brand endorsements, which might have put her company in jeopardy. Listening to her gut instinct has allowed Oprah to take advantage of numerous opportunities, which otherwise might have gone unnoticed.

### **A Sense of Responsibility to Others:**

Early on in her career, Oprah asked, "How can I be of service? How can I use television as a service?" Oprah has since demonstrated that social consciousness can make good business sense.

Her dedication to the causes in which she believes and the passion with which she appeals to her audience for support has set her apart from other television personalities. Her desire to give back not only to her own community, but also to communities around the world, has endeared Oprah in the eyes of the public.

### **The Courage to Follow Her Passion:**

"I was called to talk, to use my voice in some way," says Oprah. From the very moment that Oprah discovered her natural flair and passion for broadcasting, she directed all her energy toward feeding that passion.

It was her passion for what she was doing that drew people in and made her so appealing to audiences worldwide. Oprah's passion conveys authenticity, which allows people to get an inside glimpse into her true self and garners a sense of trust between her and her audience. Equipped with this love of communicating with people and a staunch belief in her true calling, Oprah was propelled to new heights.

"I don't think of myself as a businesswoman," she says, but Oprah's success proves otherwise. While these factors for success may not be unique to Oprah, their combination and the manner in which they were embraced enabled her to reach to new heights.



# 3.

## OPRAH'S ENDORSEMENT POWER AND INFLUENCE

“Oprah is from the world of Christmas – mystical, cheerful, appealing, even beguiling. She is no policy wonk but is cast well as a black, female St. Nick bringing joy to the world. Her endorsement softens Obama, wraps him up, and makes of him a Christmas present to America.”

**Dick Morris,  
Political Analyst**

## **The Greatest Pop Culture Icon of All Time**

In 2003 Oprah edged out both Superman and Elvis Presley to be named the greatest pop culture icon of all time by VH1.

Oprah was called "arguably the world's most powerful woman" by CNN and Time.com, "arguably the most influential woman in the world" by the American Spectator, "one of the 100 people who most influenced the 20th century" and "one of the most influential people" of 2004, 2005, 2006, 2007, 2008, 2009, 2010 and 2011 by *Time*. Oprah is the only person in the world to have made all nine lists.

At the end of the 20th century *Life* listed Oprah as both the most influential woman and the most influential black person of her generation, and in a cover story profile the magazine called her "America's Most Powerful Woman".

Ladies Home Journal also ranked Oprah number one in their list of the most powerful women in America and then Senator Barack Obama has said she "may be the most influential woman in the country".

In 1998 Oprah became the first woman and first African American to top Entertainment Weekly's list of the 101 most powerful people in the entertainment industry. Forbes named her the world's most powerful celebrity in 2005, 2007, and 2008.

Columnist Maureen Dowd wrote: "She is the top alpha female in this country. She has more credibility than the president. Other successful women, such as Hillary Clinton and Martha Stewart, had to be publicly slapped down before they could move forward. Even Condi (Condoleezza Rice) has had to play the protegé with Bush. None of this happened to Oprah – she is a straight ahead success story."

*Vanity Fair* wrote: "Oprah Winfrey arguably has more influence on the culture than any university president, politician, or religious leader, except perhaps the Pope.

Bill O'Reilly said, "I mean, this is a woman that came from nothing to rise up to be the most powerful woman, I think, in the world. I think Oprah Winfrey is the most powerful woman in the world, not just in America. That's anybody who goes on her program immediately benefits through the roof. I mean, she

## Oprah's Endorsement Power and Influence

has a loyal following, she has credibility, she has talent, and she's done it on her own to become fabulously wealthy and fabulously powerful."

Biographer Kitty Kelley stated that she has always been "fascinated" by Oprah: "As a woman, she has wielded an unprecedented amount of influence over the American culture and psyche. There has been no other person in the 20th century whose convictions and values have impacted the American public in such a significant way. I see her as probably the most powerful woman in our society."

The power of Oprah's endorsement has been most consistently measured by the spike in sales that products receive when she endorses them on her show, most notably, books selected for Oprah's Book Club.

*Business Week* stated, "Perhaps the most astonishing aspect of the Oprah phenomenon is how outsized her power is compared with that of other market movers. Some observers suggest that Jon Stewart of Comedy Central's *The Daily Show* could be No. 2."

Other proven arm-twisters include Fox News's Sean Hannity, National Public Radio's Terry Gross, radio personality Don Imus, and CBS' 60 Minutes.

But no one comes close to Oprah's clout. Publishers estimate that her power to sell a book is anywhere from 20 to 100 times that of any other media personality."

The power of Oprah's endorsement is also credited with making Dr. Phil, who got his start appearing on Oprah's show, into a household name, hit talk show host, and the author of multiple bestsellers.

## **Oprah - The Greatest Woman in American History**

In 2005, Oprah was named the greatest woman in American history and was ranked ninth overall on the list of greatest Americans as part of a public poll of The Greatest American.

A November 2003 Gallup poll estimated that 73 percent of American adults had a favorable view of Oprah. Another Gallup poll in January 2007 estimated the figure at 74 percent, while a December 2007 Fox News poll put the figure at 55 percent. According to Gallup's annual most admired poll, Americans consistently rank Oprah as one of the most admired women in the world.

Her highest rating came in 2007, when she was statistically tied with Hillary Clinton for first place. In a list compiled by the British magazine *New*

*Statesman* in September 2010, She was voted 38th in the list of "The World's 50 Most Influential Figures 2010".

### **Oprah's Endorsement of Barack Obama for President**

Oprah's endorsement of Barack Obama was one of the most widely covered and studied developments of the 2008 presidential campaign.

As the most influential woman in the world for her impact on culture and her proven record as a taste-maker and trendsetter, there was much interest in whether that influence could translate politically since Oprah had never endorsed a candidate previously.

Oprah first endorsed Obama in September 2006 before he had even declared himself a candidate. In May 2007 Oprah made her first endorsement of Obama as a candidate, and in December 2007, she made her first campaign appearances for him.

Two economists estimate that Oprah's endorsement was worth over a million votes in the Democratic primary race and that without it, Obama would have lost the nomination. Then-Governor of Illinois Rod Blagojevich claimed that the endorsement was so significant in electing Obama president that he considered offering Obama's former seat in the Senate to Oprah.

In September 2006, Oprah appeared on *Larry King Live* and was asked about a fan who started a campaign to get Oprah to run for president.

Larry King noted that Oprah's lawyers had apparently warned the man to stop the campaign. Oprah chided the lawyers and advised the fan to "take all your energy, and put it in Barack Obama."

Oprah explained that Obama was her favorite senator and she hoped he would run for president. In October 2006, Oprah interviewed Obama and his wife on her show and reiterated the endorsement that she had previously made on Larry King and promoted his book *The Audacity of Hope*.

Oprah explained that she would be on the air for several more years, so if he ever decided to run, she would hope he would announce it on her show. Obama's appearance on Oprah caused his book to reach the number 1 spot on both Amazon.com and the *New York Times'* bestsellers list.

Immediately following Oprah's two endorsements, Time magazine put Obama on their October 23, 2006 cover with the caption "Why Barack Obama could be the next president."



## Oprah's Endorsement Power and Influence

Obama eventually decided to announce his candidacy, not on *The Oprah Winfrey Show*, but at the steps of the Illinois State Legislature. With Obama officially becoming a candidate for president in 2008, Oprah decided not to interview him or any other candidate during the campaign because as a vocal Obama supporter, she noted that she may be unable to be objective.

In May 2007, Oprah appeared again on *Larry King Live* and was asked if her endorsement of Obama still applied. She replied "Of course" and explained that what Obama stood for was worth her going out on a limb for.

When King asked Oprah if there was a woman side of her that would lean towards Obama's opponent, then front-runner Hillary Clinton, Oprah explained that she had great respect for Senator Clinton, and that her endorsement of Obama did not imply that she was against anyone else. However, after endorsing Obama, Oprah's ratings fell 7%.

In June 2008, when Obama secured the Democratic nomination, Oprah told Entertainment Tonight: "I'm euphoric, I've been doing the happy dance all day. I'm so proud of Barack and [his wife] Michelle Obama and what this means for all of us - the new possibilities for our country. And if he wants me to, I'm ready to go door to door."

Oprah attended the Democratic convention in late August 2008, and reacted emotionally to Obama's speech, telling reporters "I've never experienced anything like that. I cried my eyelashes off."

Elaborating further, she explained "I woke up this morning and I went to Google and I googled the entire Martin Luther King speech because like most Americans I, you know, you listen to the 'I Have a Dream' part. In the earlier part of the speech, he talks about the promise of democracy. And I think that today that promise was fulfilled in a way that I never imagined in my lifetime."

Oprah also told reporters, "And what I saw with Barack Obama was something that was transcendent and I felt transformational for me as a human being and for this country. And I only pray in the deepest part of my being that America will rise to this moment. And I feel that what he was able to offer us as individual citizens and as a united country was something that we have never seen before".

"I really, I think it's the most powerful thing I've ever experienced. I often wondered what it would be like to sit and listen to Lincoln speak or Roosevelt speak or what it would have been like to have been old enough to

understand what Martin Luther King was saying 45 years ago today. And what he did brought that home in a way that I could never have imagined.”

In the third quarter of 2007 Oprah held a fundraiser for Obama at her California home and raised several million dollars. In October 2008 Oprah hosted a second fundraiser for Obama, this time in Chicago.

### **Oprah's Campaign Appearances For Obama**

#### **“You gotta step out of your box!”**

In the latter part of 2007, Obama was considered a long shot, an absolute outsider in the race for the Democratic Party nomination for president of the United States and was still considered unlikely to win the Iowa caucus, and polls showed him losing the black vote to Hillary Clinton.

In late November 2007, the Obama campaign announced that Oprah would be campaigning for Obama for a series of rallies in the early primary states of Iowa, New Hampshire, and South Carolina.

Even before Oprah appeared thousands of Iowa residents flocked to Obama's campaign offices office, and 1,385 signed up as volunteers to score tickets to see Oprah's Iowa appearance.

The Columbia, South Carolina event on December 9, 2007 drew a crowd of nearly 30,000, the largest for any political event of 2007.

Newsweek's Howard Fineman reviewed Oprah's speech in South Carolina: “Oprah riffed her way through an eloquent paean to the need for a change of leadership in America.’ Dr. King talked about the dream,’ she said. ‘Now we get to vote that dream into reality. You gotta step out of your box!’ she said. ‘We can dream America anew!’”

“She is astonishing, truly. The woman was on her maiden campaign trail voyage, and yet already she was better—more cogent, more effective, more convincing—than anyone out there.”

### **Oprah is Worth More Than One Million Votes For Obama**

Using a novel methodology, economists at the University of Maryland, concluded that Oprah's endorsement of Obama not only netted him 1,015,559 votes in the Democratic primary alone (with a 95% confidence interval of 423,123 to 1,596,995) but decided the election.

## Oprah's Endorsement Power and Influence

The researchers were not able to apply their methodology to all states however, so their estimate did not include any additional Oprah effect that may have emerged in Texas, Michigan, North Dakota, Kansas, or Alaska. "It does appear to have been a decisive, if not a deciding, factor," explained one researcher.

The researchers matched sales of Oprah's "O" magazine and the spike in sales of her book club picks to Obama's votes in the Democratic primary. After controlling for a large range of confounding factors such as the fact that both Obama and Oprah are popular with African Americans, the researchers showed that votes for Obama spiked in precisely the same geographic areas where Oprah is the most popular.

By applying the same methodology to Obama's 2004 Senate race, when he did not have Oprah's endorsement, they found no relationship between Obama votes and Oprah's popularity in Illinois; the relationship only emerged after the endorsement, suggesting that Oprah's endorsement had caused the spike in Obama's vote total in those counties.

The researchers also showed that the connection is not because people who read women's magazines preferred Obama to Clinton. Just the opposite, Obama got less support where women's magazines such as *Self* and *People* are popular.

After controlling for racial demographics, the economists also found no relationship between the popularity of *Ebony* magazine, whose readership is largely African American, and support for Obama.

In addition to getting Obama over a million votes, the researchers found that Oprah's support boosted campaign contributions to him in those counties where she is most popular. They found that Oprah's biggest effect was in caucus states like Iowa.

## **Oprah and Hillary**

At the height of their careers, Oprah and Hillary Clinton were two of the most powerful women in the world, not just in America.

Hillary Clinton presented Oprah with the 2005 International Emmy Founders Award at the International Emmy Awards Ceremony where they both appeared to be very comfortable in each other's presence. In her acceptance speech, Oprah gushed over the possible presidential candidacy of New York Democrat Hillary.

However, since then it appears the two have had little contact, and amazingly Oprah has never had Hillary on her show - an interview that surely would have drawn a huge audience.

Of course, Oprah may have ruffled Hillary's feathers by openly backing Barack Obama for President instead of her.

### **Oprah Creates Increased Viability and Visibility**

One reason Oprah's endorsement was useful in helping Obama compete with Senator Clinton was because as of December 2007 (when Oprah first began campaigning), Oprah was the one woman in the world more admired than Hillary Clinton among American women.

Another study suggested that Oprah's endorsement may have also had indirect benefits for Obama. Researchers at the University of Wisconsin–Milwaukee conducted an experiment in which some subjects were exposed to news of Oprah's endorsement and others weren't.

They found that those who had such exposure were more likely to vote for Obama, if only because they thought her endorsement made Obama more electable; for such voters, Oprah's endorsement was important for strategic reasons.

They found that those who had such exposure were more likely to vote for Obama, if only because they thought her endorsement made Obama more electable; for such voters, Oprah's endorsement was important for strategic reasons.

The researchers concluded that when evaluating the impact of celebrity endorsements, one must also consider "subtler effects, such as those on viability assessments."

A CBS poll found that a third of all Americans claimed that most people they know would be more inclined to vote for Obama because of Oprah's endorsement.

A study by the Pew Research Center found that Oprah's campaign appearances had dramatically increased Obama's visibility, especially among African-Americans.

## **Oprah Could Tip A Close Presidential Election**

Psychologist James Houran says, "There's no doubt that Oprah could tip a close presidential election if she strongly backed one candidate".

In the May 2007 issue of Newsmax, political analyst Dick Morris predicted Oprah's endorsement would have an important impact: "Oprah's endorsement is particularly important as a black woman, since she will provide millions of African-American women with guidance on their personal decision about whether to back the first of their gender or the first of their race".

Morris would later see significance in the fact that Oprah campaigned for Obama in December, and Iowa voted right after Christmas. "Oprah is from the world of Christmas – mystical, cheerful, appealing, even beguiling. She is no policy wonk but is cast well as a black, female St. Nick bringing joy to the world. Her endorsement softens Obama, wraps him up, and makes of him a Christmas present to America".

"Because Oprah has such a reputation as a tastemaker, I think her early endorsement forced people to take Obama's candidacy seriously," explained Dr. Mark Anthony Neal, author, pop culture critic and Duke University professor. "It made Obama more than a 'Black' candidate.

"Also, given Oprah's championing of women's issues, her decision not to support Hillary (Clinton) struck a chord for early undecided voters. Obama's people understood that much of the Black electorate in the South was made up of women, and Oprah's campaigning with the Obamas, particularly in South Carolina, helped give the campaign some momentum."

In April 2008, *The New York Times* editorial board wrote: "If Barack Obama is elected president, a good chunk of credit should go to Oprah Winfrey. Her early and enthusiastic endorsement of Senator Obama – and her heavily attended appearances with him in Iowa and South Carolina – played a big role in winning over bit parts of Middle America to the Obama cause. Ms. Winfrey has since faded into the background of the campaign, but her impact persists."

Thomas F. Schaller of Salon.com wrote, "Oprah's unprecedented mid-December endorsement of Obama sent a clear signal to her mixed-race female-dominated audience that they should feel as comfortable having Obama on their living room television screens for the nightly newscast as they do having her there during late-afternoon coffee talk."

## **Featured on Oprah – Sales Skyrocket**

If you want to sell anti-aging products then the holy grail of marketing is Oprah.

The most amazing aspect of the Oprah phenomenon is the amount of power and influence she wields over the average consumer. For many sellers of anti-aging products it's like striking gold.

Oprah likes to feature anti-aging products before anyone else gets hold of them and such is her power that they inevitably become the next big thing whether they work or not.

Very few Americans had actually heard of *Thermage* until it featured on Oprah's TV show. *Thermage* is a skin tightening treatment based on a radio wave machine billed as "the lunchtime facelift" without the pain or the downtime of the real thing.

When Oprah featured the procedure, sales of the *Thermage* machines to clinics across America went through the roof.

The interest among the general public was just as strong with many women booking the treatment on the strength of the show alone. Amazing when you consider that the average *Thermage* treatment costs in the region of \$3500! *Thermage* is now a hugely googled term all over the world and similar anti-aging treatments are now widely available.

The same applies to anti aging creams and skin care products. When Oprah decided to introduce a particular product to her nine million daily viewers, the manufacturers know they've struck gold.

Oprah played a huge part in the success of product called *Philosophy*, a now famous brand name in the US. *Philosophy Hope in a Jar Moisturizer* was selling in just a few small outlets when Oprah picked it up and talked about it in one of her shows in the mid 1990's.

Almost overnight, the company had its distinctive brand recognized all over America and sales sky rocketed. No wonder the company's founder, Cristina Carlito calls *Philosophy* "The house that Oprah built".

Similar good fortune came the way of *Freeze 24/7* after Oprah demonstrated this botox alternative on her show.

Oprah's magic touch also launched many other anti-aging skin care products to huge acclaim and drew millions of new eager buyers.

## Oprah's Endorsement Power and Influence

Oprah's marketing power comes without any responsibility for the effectiveness of the anti-aging products she endorses. That's the nature of the game, of course. These are personal selections and Oprah usually has good taste – many of the anti-aging skin care products earn rave reviews from satisfied customers - usually she picks them because they work.

Because of the nature of the TV ratings game, Oprah likes to feature undiscovered anti-aging products – it makes much better prime time TV.

**“You want Oprah as Vice President? [...] that would be a demotion, you know that?”**

**Barack Obama, December 2007**





**4.**

# **OPRAH'S CELEBRITY INTERVIEWS**

A star is not a star until they appear on  
The Oprah Winfrey Show.

Everyone and anyone has desired a seat on Oprah's daytime talk couch - the celebrity tell-all - as she was the king and queen maker - the dream maker.

Oprah first pioneered a way for celebrities and public figures to express themselves emotionally to a prime-time audience way back in 1986. One cynic dubbed being interviewed on Oprah's show as "her patented version of emotional open heart surgery" and continued, "after all, if you are a celebrity with a shocking, sad, or even tawdry tale to tell, Oprah still has the panache to make her the go-to-news doyenne for gravitas with a soft celebrity-friendly touch".

"Oprah famously gave up programming toward lowest common denominator after she didn't need it anymore to get ratings, but she's still a business woman. She's not above going back to the tabloid well to water her media garden."

According to one commentator, "Over the years, Oprah's resolute championing of the underdog, her liberalism and her sunny tolerance have done much to improve America - and also the way the world views Americans."

While she has become spiritual in later years, in earlier days Oprah rose to prominence on the backs of sensational daytime guests and stories that were typical in the hyper-competitive, exploitive, pre-reality show days of 1980s talk shows.

Oprah's sofa has seen many incredible interviews including Ellen DeGeneres coming out as a lesbian, Tom Cruise declaring his love for Katie Holmes and Kirstie Alley danced across the stage in a red bikini after shedding buckets of lard on a diet.

A tearful Bill Clinton tried to make amends with the American people, while Oprah's endorsement of Barack Obama helped pave his way to the White House.

Just after the September 11 attacks Laura Bush's office called, asking if the First Lady could come on Oprah's show to talk about children and terrorism. Oprah followed the Laura Bush program with themes such as "Islam 101," "Is War the Only Answer?" and "What Really Matters Now?"

Sarah Ferguson first rambled on about her self-hatred on Oprah after being caught in a newspaper sting trying to sell access to Prince Andrew.

She appeared on Oprah's show again after being refused an invitation for the Royal Wedding of William and Kate. Talking about herself in the third person, the Duchess said that these events had 'freed Sarah from the treadmill of her life'.

While Arnold Schwarzenegger's baby drama exploded, his estranged wife Maria Shriver was in Chicago with Oprah for the taping of her farewell show - and together they took a blatant shot at Arnie - to the delight of 20,000 fans.

Disgraced, doping scandal cyclist Lance Armstrong chose Oprah's show to make a confession about doping. The interview gained huge publicity but raised little sympathy for Armstrong who was stripped of his Olympic bronze medal after the interview.

OWN planned to air one episode with Armstrong but expanded the program to two nights after the cyclist talked with Oprah for more than two hours.

The interview created huge demand for advertising which was pre-sold at premium prices.

When Oprah brought the Kardashian family in for a chat, there was a lot of *tut-tutting* and eye rolls but no one should have been surprised.

### **Oprah and The Obamas**

One of Oprah's most impressive interviews was surely her first ever interview with a sitting president and first lady. It happened just hours after Obama's press conference where he released his long-form birth certificate, and days before his announcement that American forces had killed Osama bin Laden. During the interview Michelle quipped "I always told the voters, the question is not whether Barack Obama is ready to be president. The question is whether we're ready."

Oprah apparently enjoys a better relationship with Barack than Michelle. On his 49th birthday, with first lady Michelle and daughter Sasha visiting Spain and daughter Malia spending the month away at an undisclosed camp, President Barack Obama fled the empty White House mansion for a more intimate dinner celebration with longtime friends in his Chicago hometown, including Oprah and her friend, Gayle King.

## **Oprah and Bill Clinton**

In December 1993 President Clinton signed the National Child Protection Act of 1993, also known as the Oprah Bill, which seeks to give parents the assurance that their children are not being cared for by criminals. Andrew Vachss, an author and lawyer specializing in juvenile justice and child abuse was at the signing after suggesting the bill while a guest on Oprah's talk show.

After Clinton's Presidency, he was the 42nd president of the United States, he gave a long and very frank interview to Oprah just before the release of his book.

Oprah says, "The boy born William Jefferson Blythe III spent his early childhood like I did: amid outhouses, washboards, and buttermilk churns".

"His father, William Jefferson Blythe Jr., died in a car accident on his way to Hope, Arkansas, from Chicago three months before his son's birth. When the future president was almost four, his mother, Virginia, married Roger Clinton, a sometimes violent alcoholic."

"Bill Clinton - who had taken his stepfather's surname - studied International Relations at Georgetown University, then spent two years at Oxford as a Rhodes scholar. Next came Yale Law School, where he met Hillary Rodham. The two married in 1975 and had Chelsea in 1980."

Some of the highlights from Oprah's interview with Bill Clinton:

"My friends literally made me president," Clinton told Oprah. "One hundred and fifty people in Arkansas threw down what they were doing, showed up in New Hampshire, and started knocking on doors, saying, 'You've gotta give this guy enough votes to go on.'"

"You know what the Greeks said: 'Those whom the gods would destroy, they first make angry.' In November 1995, I was mad. Workaholics like me get so involved in their work. But there is a point beyond which—and I don't care how good you are or how much stamina you have—no one can go without losing his or her fundamental sense of what ought to be done."

"It was a very difficult period for me. At the time, I was engaged in a great public war with the Republican Congress over the future of the country, and a private war with my old demons. I won the public fight and lost the private one."

"You just have to deal with that stuff and go on. It's not the end of the world. We live in a time when our public figures' worst moments are likely to be bandied around the world. I'm no different from anybody else."

"An old Irish proverb says that 'even if the best man's faults were written on his forehead, he would put his cap over his face in shame'. Once I got that, it was liberating. Some people think, 'Gosh, if I got humiliated like that in front of billions, I'd want to stick my head in an oven'. I didn't feel that way. I felt, 'This is great—I have nothing more to hide. Now everybody knows I'm not perfect. I can just be who I am and try to make my life better and do my job the best I can. I don't have to pretend anymore.'"

"They really disliked me. Part of it was they thought they had a formula for defeating Democrats, and I beat it and got elected. But part of it is that our country is at its fourth big turning point in history, when we have to redefine the terms of our union—how we'll relate to each other and to the rest of the world."

"Every time this has happened before when the future was in doubt, when the battle had been joined and not resolved, politics were more personal. The only real parallel for what I went through —other than during McCarthyism —was in the early days of the Republic."

"After George Washington left, the terms of our union were not defined. We were basically unified by what we were against, which was British domination. Then we had to decide, 'What are we for? What does the United States mean?' The two big questions we had to decide were whether we'd be a national or a state economy, and whether we'd have a national legal system. Once we resolved those questions, we had 40 years of calm in politics. There were still big debates. Mistakes were still made, and good things were done. But from 1800 to 1840, we were a stable country politically."

"There have always been a conservative and a liberal party, and we've fought like the devil. Eisenhower despised Joe McCarthy. We've had all this political fighting, but there was a consensus that minimized the politics of personal destruction. Toward the end of the seventies, that began unraveling. You had the rise of the religious Right, the rise of the militant anti tax amendment in California."

"Reagan was basically the first post-industrial age president because he argued that we have a new economy and that the government is the

problem. We tried it their way for 12 years; we tried it my way for eight years. People agreed with my way; we had a 50-50 election [in 2000], and they didn't win by enough to stay out of the Supreme Court. This next election might well create a new consensus."

Oprah prompted Clinton by saying he writes eloquently about a lot of things, but particularly about leaving the White House.

Clinton responded, "I loved the job. If there hadn't been a two-term limit, I'd probably make the people throw me out! In the curious way that history twists and turns - because of the circumstances of my upbringing, my exposure to black people, my sympathy for poor people, my understanding of the plight of working people, my personal problems, my growing up in a violent home - I think I was well suited psychologically to serve at the moment in history when I did."

"The extent to which I can do things because I was president - concentrated in areas that I think matter - is still pretty significant. Though I'm interested in the White House, I don't sit around and miss it."

Oprah asked Clinton if it was a big comedown to leave the White House, both psychologically and emotionally.

"I was disoriented for a month or two after I left office 'cause nobody played a song when I entered the room. I now wait on the runways and sit in New York City traffic. That's when you know you don't matter anymore," he replied.

Oprah asked him what had been the hardest adjustment.

"I never lost my thrill at the honor of living in the White House. I never lost my belief in the possibility of the American people to meet any challenge. I can honestly tell you that I was more idealistic and more optimistic about the possibilities of our country on the day I left than I was the day I arrived."

"For me, it wasn't a comedown as it might have been for some people, because look where my life was before. I've enjoyed every part of my life. The first two years I was out of office, I was millions of dollars in debt because of my legal bills and because we had to get homes here [in New York] and in Washington. I worked like crazy. I went to 24 countries my first year out of office, 33 countries my second year. I set up this foundation [the William J. Clinton Presidential Foundation]. And along the way, I got to read more books, play more golf, have dinner with my friends."

Oprah asked would Hillary Clinton make a good president?

"If she ever ran and won, she would be superb. She's a very good senator, as you see. She's got a remarkable ability to combine her vast knowledge of public policy with a human touch and extraordinary decision-making, leadership, and management skills. She was always better organized than me. She has skills I don't have."

"In your book, you say you vacillated about whether to marry Hillary, because you loved her, but you also wanted the best for her," Oprah asked.

"I did. I was terrified that it would not be good for her to come to Arkansas. She always thought I was nuts. She said, "I'm too hardheaded. I'm too this, too that. I love public policy but I never want to run for office." And I always thought she was nuts. I said, "You just don't have any idea how good you are at this." So when she wanted to run for the Senate, I was thrilled."

Oprah asked Clinton whether he would be thrilled if Hillary wanted to run for president.

"I would be. But she really didn't want to run this time. She didn't think it was right for her, for the country, or for the Democrats. She thought, "I just came to New York. I'm going to prove I mean what I said - I'm going to serve the six years." If she ever did run and serve, she would be extraordinary. And of course she would have the benefit of two experiences I didn't have. One is all the years in the Senate; the other is the years we spent in the White House."

"What is your dream for yourself?" Oprah asked.

"I just hope I can keep finding ways to have a real impact and to do what I think should be done, both here and around the world. Every day I learn something else. I'm never bored. I'm having the best time. I loved being president, and I would have done it till I dropped. But I know what the Constitution says. And I was mentally ready to go when I had to go."

Oprah asked Clinton, "What is your dream for your country?"

"I hope my country will resolve this long, raging debate about the nature of politics and the purpose of government in favor of a more perfect union. It's obvious: We ought to be trying to come together more, think more about the future and not just about the present.

"And we ought to be reaching out to the rest of the world more. All of human history, ever since the first humanoids stood up on the African savanna, is the story of human beings going from isolation to interdependence to community - in a constant race against the impulse to

destroy one another. America has had the great fortune to lead that movement for more than 50 years, and I think we will continue. That is my dream for us."

### **Oprah and Tom Cruise**

One of Oprah's most aired interviews must surely be the one when Tom Cruise jumped for joy onto Oprah's couch. Apparently Cruise could not contain his excitement over his relationship with actress Katie Holmes. While telling Oprah about Katie, who he married one year later, Cruise leapt onto the couch and proclaimed his love!

A clip of the incident aired on TV news bulletins all around the world and many people started asking questions about Tom Cruise. Perhaps the old adage, any publicity is good publicity applies here.

Oprah told *Good Morning America* she had no idea what was going on at the time.

"It was wilder than it was appearing to me," Oprah said. "I was just trying to maintain the truth for myself because I couldn't figure out what was going on. And what I was prepared for was the dance that happens when you're doing celebrities -- when you know they're not going to tell you, but you're going to ask anyway, and then you try asking another way.

"I was not buying -- not buying or not buying," Oprah said of Cruise's declarations of love. "That's why I kept saying to 'you're gone, you're really gone.'"

### **Oprah and Jacko**

In 1993, Oprah hosted a rare prime-time interview with Michael Jackson, which became one of the most watched TV programs ever in American television history, as well as the most watched interview ever, with an audience of 36.5 million - some estimates claimed an audience of 90 million.

In his first interview in 14 years Oprah was allowed access into Jackson's world in his home at the Neverland Ranch.

He had his very good friend and Hollywood film star, Elizabeth Taylor for support. Early in the interview Jackson stated he wasn't nervous and that, "I never get nervous."



At the start of the interview Oprah stated that Jackson had agreed to be questioned on any aspect of his life. Oprah questioned Jackson on many aspects of his life; from his childhood and the abuse he suffered from his father as well as working and missing out in his childhood years.

Jackson stated how he often felt very lonely as a childhood star. "I would do my schooling which was three hours with a tutor and right after that I would go to the recording studio and record, and I'd record for hours and hours until it's time to go to sleep. And I remember going to the record studio and there was a park across the street and I'd see all the children playing and I would cry because it would make me sad that I would have to work instead."

Oprah asked Jackson about his sister LaToya and a book of hers, however, Jackson had not read the book and just said, "I just know that I love my sister dearly."

They covered what it was like for a child star to grow up in the limelight. Jackson said that his father had teased him about pimples and called him ugly. When asked about his relationship with his father Jackson said, "I love my father but I don't know him." Of his mother he stated "My mother's wonderful. To me she's perfection." He also confirmed that he was beaten by his father.

Many tabloid rumors were covered and Jackson dismissed buying the Elephant Mans bones and sleeping in an oxygen tank.

He also stated for the first time that the reason his skin color had changed from black to white was because of a skin condition known as vitiligo.

Jackson performed a short *acapella* of "Who Is It", his latest music video of the time. "Give In To Me" was also shown and it went on to be one of the highest charting singles from the album. After the interview was aired, sales of the Dangerous album soared.

In December 2005, Oprah appeared on the *Late Show with David Letterman* to promote the new Broadway musical *The Color Purple*, of which she was a producer, joining the host for the first time in 16 years.

The episode was hailed by some as the "Television Event of the Decade" and helped Letterman attract his largest audience in more than 11 years: 13.45 million viewers.

Although a much-rumored feud was said to have been the cause of the rift, both Oprah and Letterman balked at such talk. "I want you to know, it's really over, whatever you thought was happening," Oprah said.

On September 10, 2007, Letterman made his first appearance on *The Oprah Winfrey Show*, as its season premier was filmed in New York City.

In 2006, rappers Ludacris, 50 Cent and Ice Cube criticized Oprah for what they perceived as an anti-hip hop bias. In an interview with GQ magazine, Ludacris said that Oprah gave him a "hard time" about his lyrics, and edited comments he made during an appearance on her show with the cast of the film *Crash*. He also said that he wasn't initially invited on the show with the rest of the cast.

Oprah responded by saying that she is opposed to rap lyrics that, "marginalize women", but enjoys some artists, including Kanye West, who appeared on her show. She said she spoke with Ludacris backstage after his appearance to explain her position and said she understood that his music was for entertainment purposes, but that some of his listeners might take it literally.

In September 2008, Oprah received criticism after Matt Drudge of the *Drudge Report* reported that Oprah refused to have Sarah Palin on her show, allegedly because of Oprah's support for Barack Obama.

Oprah denied the report, maintaining that there never was a discussion regarding Palin's appearing on her show. She said that after she made public her support for Obama, she decided that she would not let her show be used as a platform for any of the candidates.

Although Obama appeared twice on her show, those appearances were prior to his declaring himself a candidate. Oprah added that Palin would make a fantastic guest and that she would love to have her on the show after the election, which she did on November 18, 2009.

In 2009, Oprah was criticized for allowing actress Suzanne Somers to appear on her show to discuss hormone treatments that are not accepted by mainstream medicine.

Critics have also suggested that Oprah is not tough enough when questioning celebrity guests or politicians whom she appears to like.

Lisa de Moraes, a media columnist for *The Washington Post*, said, "Oprah doesn't do follow-up questions unless you're an author who's embarrassed

her by fabricating portions of a supposed memoir she's plugged for her book club."

## **Oprah and Richard Branson**

A recent series of my books covers business and life lessons that can be learnt from various people including Virgin entrepreneur Sir Richard Branson. I have also hosted Sir Richard Branson at one of my annual 21st Century Financial Education Summits in Melbourne which attracted upwards of 6500 people. Accordingly I thought it would be worthwhile to include Oprah's interview with Sir Richard Branson.

**Oprah: What's the source of your drive to contribute to the world? It feels like an extraordinary force.**

**Richard:** [Laughs] If anybody knows about that force, you do! I love creating things, and as an entrepreneur, I've taken on quite a lot of major corporations and done well. Capitalism is the only system that works, but it has its flaws; for one, it brings great wealth to only a few people. That wealth obviously brings extreme responsibility.

**Oprah: That's not so obvious. You could decide to play all day: fly balloons, race around the world, stretch out on an island and drink tequila.**

**Richard:** True. In part, giving back has to do with the way I was brought up and the fact that I've traveled widely and seen terrible situations in the world. To sleep well at night, those of us who are in a position to help must address these situations. I'd get far greater satisfaction out of, say, walking into a hospital I'd built in South Africa than I would by sitting on a beach. I'm fortunate enough to be in a position to make a difference, and I don't want to waste that. I suspect I was also lucky to have parents who drove me from a young age.

**Oprah: Did your parents inspire your creativity and courage?**

**Richard:** They certainly encouraged it. They're also good examples of it. My mother has done everything from belly dancing to climbing mountaintops, and in her late 80s, she hasn't slowed down. She spends a lot of time with the Berbers in Morocco, teaching them English. We're still a very close family, and that closeness has given me lots of strength. My parents travel with me

wherever I go. They were with me at the first Elders conference in South Africa.

**Oprah: Where did the idea for the Elders come from?**

**Richard:** In Africa, villagers look up to elders; they are the moral voice of their community. My friend Peter Gabriel and I felt that the world needed a group of wise leaders to look up to—men and women who are beyond ego, who can look past their borders and take on global issues. That's why we created the Elders—a group of 12 respected people who can intervene in the world's conflicts. Before the Iraq war, I was involved in attempting to avert the conflict. I felt that the only way it could be stopped would be for an elder of great stature to persuade Saddam Hussein to step down and go live elsewhere, in Libya or Saudi Arabia—the same way Idi Amin [the late Ugandan dictator and president] was persuaded to step down. I had hoped we could avoid maiming and killing thousands of people and all the misery to follow. Nelson Mandela seemed to be the obvious elder to do that, since he'd already spoken out against the war. I talked to him, and he agreed to see Saddam if Kofi Annan [former secretary-general of the United Nations] would go with him and if South African president Thabo Mvuyelwa Mbeki gave his blessing. A week later, both agreed, but that same week, the bombing began. So the conversation between Hussein and Mandela never took place.

**Oprah: Did you ever wonder what might have happened if the conversation had been initiated just one week sooner?**

**Richard:** I don't live my life thinking about "if only." I just try to think positively about the future. We'll never know for certain what would have happened if we'd gone to Iraq. The important thing is that we've got to do everything we can to prevent other wars. Peter and I created the Elders because we want leaders to arbitrate in conflict situations like the one between the Algeria-supported Polisario Front and Morocco over the Western Sahara, or the crisis in Darfur. We all know about the big world conflicts: Israel and Palestine, Zimbabwe, and so on. But there are smaller conflicts that aren't even on the world's radar screen; most of the world has no idea that Ethiopia invaded Somalia a year ago. It makes sense for the Elders to sit down with both sides and see whether leaders can come to an understanding. Ten days from now, we're going to the Sudan.

**Oprah: Which of the Elders are going?**

**Richard:** Archbishop Desmond Tutu, Jimmy Carter, and [former First Lady of South Africa] Graça Machel. [Former United Nations envoy] Lakhdar Brahimi will join them. The group will meet with both the government and the opposition in the capital city of Khartoum. They'll then travel to Darfur and visit local community leaders. They hope to strengthen the framework for assuring permanent peace in Sudan.

**Oprah: Will you be there?**

**Richard:** Yes—but I'm going so that I can observe and learn. As individuals, each of the Elders has the potential to stop wars; collectively, these 12 men and women are powerful. When someone like Nelson Mandela or Kofi Annan is on the phone, people will take that call.

**Oprah: What is your ultimate hope and expectation for the Elders?**

**Richard:** I'd love for the Elders to still be around in a thousand years' time. I want to see the group build credibility in the world. I'd also like them to address other major issues, like global warming, dwindling fish stocks, and the horror of unnecessary disease. For instance, AIDS should never have gotten out of control in Africa; it's unforgivable that the world community allowed it to get out of hand.

**Oprah: If the Elders had existed 20 years ago, what difference do you think they might have made in the spread of AIDS in Africa?**

**Richard:** They would have alerted the world to the issue, and if a particular president was denying that AIDS was related to HIV and that it was becoming a crisis, they would have had a quiet word with him or her. By moving quickly in situations like that, the Elders would be able to caution the world, and then get the resources to deal with a problem in its infancy.

**Oprah: What happened the first time you gathered the Elders in one room? Were you nervous or intimidated?**

**Richard:** Well, I'd already been spending a lot of time with Archbishop Desmond Tutu. He's one of the best human beings alive.

**Oprah: There's no better spirit or vibe to be around.**

**Richard:** And he has an absolutely wicked sense of humor!

**Oprah: Yes! I think the fact that he's funny would surprise people.**

**Richard:** I'm sure he's told you the one about getting to the kingdom of heaven to find two signs at the entrance: One reads FOR HENPECKED MEN ONLY, and the second reads OTHERS. There's a massive queue of men lined up under the HENPECKED sign, and only one man beneath the OTHERS sign.

God says to that one man, "You're lucky. How did you make it into this line?" "Well," the man says, "my wife told me to stand here!" And Tutu tells this joke while his wife is sitting right there next to him. Anyway, Peter and I had been working on this idea for five years before we convened the group, so we were exhilarated. Then Nelson Mandela arrived and made a very moving speech. It was the birth of something special. And it's wonderful to have you on the sidelines.

**Oprah: I'm doing my part! I can tell the world about it. You always look so radiant and joyous in your photos. Is that your natural temperament?**

**Richard:** I have tremendous stability in my life. My wife and I have been together for 32 years, and we're very happy. I've got two wonderful children, my parents, and great friends around me. And then there are the more than 50,000 wonderful people who work for the Virgin companies. I have no excuse not to be happy.

**Oprah: I love that. What was it like to start Virgin?**

**Richard:** I was young and inexperienced. At first I wasn't even allowed to register the business name because the word virgin was thought to be rude. I had to sit down and, in my best 15-year-old penmanship, write a letter to the registry office that began, "Surely the word virgin is anything but rude; it's the opposite of rude." They eventually relented.

**Oprah: That was so enterprising of you. I began my company with four people, and now I have about 750. The staff felt like a little family until we had 40 or 50 people. How do you maintain a sense of connection with 50,000 employees? Can you?**

**Richard:** It's impossible to feel the same connection as when there are only four or five starting off, but the people who work for me are working for what I believe in. The leaders who run our companies do so, on the basis of those who came first and who said, "A company is its people." I hope my companies are run on the basis of praising their workers and looking for the best in them, not criticizing them. In the same way that you water a plant and it sprouts leaves, people flourish when you praise them. We have people who would kill for Virgin because they're so proud of it— they believe in what we're creating.

**Oprah: As a boss, are you a good delegator?**

**Richard:** I've had to learn the art of delegation—we've got more than 200 companies! I have to take the time to find people who are more knowledgeable than I am, and then I have to accept that everything won't go exactly the way it would if I were leading. Sometimes things go a lot better.

**Oprah: What are you most hopeful about right now?**

**Richard:** People are basically decent. Sadly, they sometimes don't appoint very good leaders, and those leaders create some horrendous messes. Yet I'm hopeful that after Iraq, those in charge will think twice about taking us down that route again. I hope that the 600,000 civilians we've lost—men, women, and children—will not have died in vain.

**Oprah: How do you feel about the survival of the planet?**

**Richard:** This issue is of paramount importance—global warming could snuff out humankind. It's an invisible war that could ultimately destroy life itself, and we need politicians and businesspeople to get together and treat it as a Third World War. If we can't get our governments to wake up and do something about it, then I'm not hopeful.

**Oprah: What do you know for sure?**

**Richard:** I know that I've got to live life to its fullest because I'm going to die one day. I don't want to waste a minute.

**Oprah: Is that why you're so adventurous?**

**Richard:** I was a risk-taker as a young man, and I don't regret it. I'm not adventurous in quite the same way now, but I still love the challenge of testing myself to the limits, flying around the world, or seeing if I can be the first to fly a balloon across the Atlantic, or trying to take people into space at an affordable price in an environmentally friendly way. I'll be going into space with three generations of my family!

**Oprah: When are you doing that?**

**Richard:** In 18 months. My mother will be 90 then, and my dad will be 93. My children will be in their early 20s. My wife is the only one who isn't going; she's much too sensible.

**Oprah: That is the coolest thing!**

**Richard:** In 12 months, we will have finished building the spaceship. We'll have extensive tests for another few months, and then we'll build this incredible spaceport in the New Mexico desert.

**Oprah: Wow! How long will you be in space?**

**Richard:** The initial flight will be quite brief—about three hours. Later we'll develop longer flights. We've got plans to build a hotel that will circle the moon. People will be able to take short rides from the hotel using the moon's gravity. We're dreaming, and the first part of that dream will become real shortly.

**Oprah: How do you get these ideas? As you're brushing your teeth or showering, do you suddenly think, "I know: I'll create a spaceship, put my whole family on it, and have a hotel that orbits the moon?"**

**Richard:** When people tell me something is impossible, I try to prove them wrong.

**Oprah: Do you ever chill?**

**Richard:** I do. I'm fortunate to have Necker Island (he owns this 74- acre isle in the British Virgin Islands), and I bring friends and family there. I kite surf, which is very relaxing. I play a lot of tennis and do some sailing. It's important to keep the body fit, and rather than doing that in a gym, I like being active.

**Oprah: Last question. The Elders have the potential to do powerful work in the world. But what is your hope for ordinary citizens at home?**

**Richard:** Peter Gabriel's desire is to use the Internet to connect leaders and citizens everywhere. In particular, we'd like to use retired people as a resource. There are so many incredible people who have knowledge that is often wasted in their later years; why shouldn't a doctor continue using his or her expertise? We want to create local groups of respected elders who can play a part in their communities. I think every person can make a difference. You don't have to be one of the Elders. You don't have to be well known. You just have to be determined to care about people. That's all it takes.

## **Oprah and The Duchess**

One of Oprah's most publicised interviews was the one in May 2010 with the then Duchess of York Sarah Ferguson, former daughter-in-law of Queen Elizabeth II.

Just a week before Sarah had made headlines around the world when undercover tabloid reporter appeared to catch an inebriated Sarah on tape taking \$40,000 - and negotiating for future payments of about \$750,000 - in exchange for access to her ex-husband, Prince Andrew.



Talking to Oprah a week later in her first interview after the incident, Sarah made no excuses and was apologetic as she watched the tape of the sting for the first time. "There aren't really very many words to describe an act of such gross stupidity," she said. "I think this is the key to the whole of my life now. It's like I'm stripped bare."

Sarah later had other opportunities for reality TV shows, *Dancing with the Stars* and cooking, but Oprah had other ideas. "Big mistake. Do not make that mistake for yourself. That is not what you need to do."

Sarah and Oprah apparently traded emails for months, with Sarah lamenting how she had lost her personal staff and had to do various domestic things for herself for the very first time.

Oprah said, "Sarah, I've had this idea. This whole you-moving-into-the-real-world-and-trying-to-figure-out-who-you-are-without-the-royalty thing going on, I think that's more interesting. Your own life is more interesting than dancing or cooking."

After living through this lowest of moments, Sarah knew it was time for a change. On the new OWN series *Finding Sarah*, cameras followed Sarah's quest to go from broken to broken open. Sarah says she agreed to let the world see her journey of self-discovery because she trusted Oprah.

"I remember so clearly you saying to me, 'Sarah, I want you to know if you come with good intentions, your intentions will show. And I will know if you are not in good intentions,'" she says. "Now the brilliance about you is that for some reason you knew Sarah, and I didn't know her, and Andrew and the girls, same as you. And my friends know Sarah. I didn't know."

### **Oprah and Tiger Woods**

Golfing superstar Tiger Woods first appeared on *The Oprah Show* in 1997 at 26 years old after he had emerged on the professional golf scene only one year earlier, when he was named *Sports Illustrated's* Sportsman of the Year and the PGA Tour Rookie of the Year.

Woods visited *The Oprah Show* with his father, Earl Woods, and talked about his book, *Training a Tiger*. It was his first interview after winning the Masters. When Oprah introduced him she said, "Tiger Woods transcends golf. He is magical and mesmerizing. He is just what our world needs right now, don't you think? I call him America's Son."

When asked where his grace and charm come from, Woods told Oprah that it was all natural. "Overall, I am happy and content with myself. There is nothing stirring inside of me. I am happy being Tiger Woods, there is nothing more I can say. It just comes out."

Woods went on to win three more Masters. He also won three U.S. Opens three, British Opens, and four PGA Championships.

**5.**

**OPRAH,  
THE BUSINESS  
WOMAN**

“You are responsible for your own life”

**Oprah Winfrey**

**Talk-show empress, award-winning actress,  
therapist for an anxious nation & business woman**

'Oprah The Businesswoman' is a title she doesn't like much. "I don't think of myself as a businesswoman," she says. "There's this part of me that's afraid of what will happen if I believe it all."

Oprah swears that if she is a businesswoman, it's in spite of herself. She happily admits that she cannot read a balance sheet. She has no corporate role models. She's kissed Tom Cruise and more than one world leader, but she has never met business icons Jack Welch (former CEO of GE) or Michael Dell.

Oprah has declined invitations from AT&T, Ralph Lauren, and Intel to sit on their corporate boards. "I just say, 'Guys, I don't know what I'd be doing on your board.'" Oprah is so wary of investing her own money in the stock market that she once hoarded \$50 million in cash, calling it her personal "bag-lady fund."

Walt Disney President Bob Iger, whose ABC network aired her syndicated show in most major markets, says Oprah contributed "tremendous profits" to Disney, thanks to ad sales and the lead-in lift she gives to the network's schedule.

In the book-publishing industry, where margins are tight, an Oprah endorsement can make all the difference. Oprah's Book Club insignia on a novel typically pumps up sales tenfold. No Oprah, no megaphone to trumpet the books.

The 'Oprah' show was the core of her business, contributing the lion's share of revenues to her production company, *Harpo*. Her show used to air in 107 countries and held its No. 1 spot in U.S. daytime talk for more than 20 years despite challenges from at least 50 rivals.

Her show was a mass-market megahit that appealed to the middle-aged, middlebrow audience that advertisers such as Procter & Gamble, Sears, and Wal-Mart are eager to reach. However, it's hardly her only venture.

Her magazine, *O, The Oprah Magazine*, was the most successful startup ever in the industry and in only its second year it had more than \$140 million in revenues. According to her joint-venture partner, *Hearst Magazines* President Cathleen Black, it is "significantly profitable," a remarkable feat given that successful magazines generally take five years to turn a profit.

The magazine reaches a richer set of fans than those who watched the daytime TV show. O readers have an average income of more than \$65,000 and lean towards brands like Lexus, Donna Karan, and Coach. And they seem to love this "personal-growth manual," as Oprah describes the monthly; O has a paid circulation of 2.5 million, more than Martha Stewart Living, Vogue or Fortune.

Her movie production division makes award-winning television films like *Tuesdays With Morrie* and brings in more than \$4 million a year. Her "guru" business generated \$1.6 million in ticket sales in a recent year as 8,500 women in four cities paid \$185 each to hear Oprah deliver her gospel of self-affirmation on her *Live Your Best Life* tour.

To understand what makes Oprah Inc. such a powerhouse business, you must first understand the simple message that makes Oprah the new Queen of Soul. Put simply, says Oprah, "my message is, 'You are responsible for your own life.'" It's as consistent a selling proposition as McDonald's convenience or Wal-Mart's everyday low prices.

### **"I don't think of myself as a businesswoman."**

Although she's a billionaire (the first black woman to achieve it) with a long list of business accomplishments and awards, Oprah told Fortune Magazine, "I don't think of myself as a businesswoman. The only time I think about being a businesswoman is now, while I'm talking to you. There's this part of me that's afraid of what will happen if I believe it all." She's turned down invitations to join the corporate boards of AT&T, Ralph Lauren, and Intel. But by most people's accounts, she's the most powerful woman in the entertainment industry.

Oprah's tremendous appeal comes from the fact that, although certain aspects of her life are very private, as Patricia Sellers put it, "Oprah's life is the essence of her brand, and her willingness to open up about it on daytime TV helped win the enduring trust of her audience." Oprah has maintained strict control of that brand, turning away countless requests for her to lend her name to a wide variety of products. Everything with her name on it is put out by her company under her direct supervision. Even the deals with ABC, Oxygen Network, and Hearst Magazines are basically distribution deals -- she retains full control. She owns 90% of *Harpo's* stock.

She does, however, have a top-notch behind-the-scenes partner managing the day-to-day running of the business. Jeff Jacobs, an entertainment lawyer who she originally approached to help with her *AM Chicago* contract, is the president and 10% shareholder of *Harpo*, Inc. He also acts as her agent and manager for her movie deals.

In the end, though, it's not all about the money. From her philanthropic efforts to the inspirational and educational nature of her shows to her book club to her *Live Your Best Life* program, it's clear that Oprah is all about two things: living a great life for yourself and making a difference in the world. She seems to have mastered both.

Oprah says that building a TV network was like "trying to turn a ship around in the middle of a small canal" and acknowledged that if she could start over, she'd make some adjustments. "If I had to that all over again, I would not make the mistake of making the big announcement," she said. "I would try to quietly build one night at a time."

### **Oprah - Serial Entrepreneur**

Oprah has what it takes to succeed as a serial entrepreneur. Unlike just about every other entrepreneur on the Forbes list of 400 wealthiest Americans, Oprah didn't have any help from venture capital funds and the public financing markets to propel her first company's growth.

Oprah built *Harpo* and her fortune the old-fashioned way, by funding growth through savvy business deals and cautious cash flow management. Would the founders of *Google*, *Microsoft*, *Starbucks*, *Facebook* or *Amazon.com* be as rich as they are today without early investment capital? It's hard to say, but their ramp-up would not have been as swift.

Oprah should get a lot more credit in business schools and entrepreneurial education incubators for her skill in making something big and influential out of her own operating resources.

### **The Oprah Store**

The Oprah Store in Carpenter Street, Chicago not only features Oprah's souvenirs, but also items that Oprah feels that fans would like to buy.

Located just across the street from Oprah's *Harpo* Studios, The Oprah Store was created, as Oprah states, as "a place for people to buy key chains." The concept grew from a simple souvenir shop into more of a boutique.

The Oprah Store also stocks Oprah T-shirts, sweatshirts, mugs, DVDs, women's cashmere sweaters (some embroidered with the famous "O" logo), pajamas, and exercise/yoga outfits, and even baby outfits. The store also sells a line of home decor with the "O" theme, as well as imported goods from South African vendors that Oprah says "empowers the work force" there.

One of the most popular parts of the store is "Oprah's Closet," a room stocked with Oprah's cast-off clothing and shoes. Customers have the chance to not only dress like Oprah, but can do so with Oprah's actual clothes. All of the proceeds from "Oprah's Closet" go to her charity, Oprah's Angel Network.

## **Five Lessons You Can Learn From Oprah,** (adapted from *The Entrepreneur Equation*)

### **It Takes Time:**

Businesses don't gain a foundation overnight. It takes time to build up a new business and establish or transfer your customer base, even if you are Oprah. It can take two years or even longer for a new business to get traction, which is why it is so critical for businesses to be properly capitalized (having enough money to last during this period). With everything that Oprah brings to the table - in terms of experience, capital, network, fan base and more - if it is going to take her at least that long to gain a foundation, it's safe to assume the same for your new endeavor.

### **Test it Out First:**

You may think that there is a market for something, but sometimes the market isn't as robust as you had believed (or at least will take more resources than expected to cultivate). While Oprah had some market testing with her *Oprah Winfrey Show* and *O* magazine, she could have done more testing, as well.

She could have spent a few years developing additional programming elsewhere to see if that kind of programming would work outside of her show platform and then migrated those and similar concepts to her *OWN network* once there was some more proof of concept. Any time you can test out the market viability of what you are doing on a small scale with a limited budget before you make the full scale leap, do it. Then, once you are committed to it, follow the next suggestion.

### **Give It Your Full Attention:**

Once you make the leap, your business should be your business. If you aren't minding your own business, who do you think will? Far too many entrepreneurs try to do too many things at once.

Oprah did this when she was still running her eponymous television show when the *OWN network* launched and not having her upfront full attention was to its detriment. You can't make two things your number one priority, so focus on doing one thing well instead of a number of things with a fraction of your focus.

### **It's All About Execution:**

Business ideas are a dime a dozen these days. The key to success lies with execution. Regardless of the brand name, it's about the execution of the business day-in and day-out, every day after launch. If OWN is going to be successful, it will need continued outstanding programming, engagement of Oprah's target audience and good old-fashioned rolling up the sleeves and daily work.

While Oprah had immediate brand recognition, that wasn't (and won't be) enough to make the business successful. Don't expect that a slick product, a celebrity endorsement, tons of PR or a fabulous name are enough to make yours successful.

### **The Risk Has to Be Worth the Rewards:**

While a new business idea can be exciting and even intoxicating to pursue, too many entrepreneurs make trades that don't make sense. They pursue an endeavor where the financial and/or qualitative benefits don't far outweigh the current benefits of their existing job or even other opportunities that they can pursue.

Oprah had one of the top television programs in the country. Was giving that up worth the rewards that could possibly be reaped from a niche startup network? Only Oprah can answer that based on her definition of success, but make sure you are using the same litmus test to evaluate opportunities.



## **What Can Start Up Entrepreneurs Learn From OWN's First Months in Business?**

Five tips to help you startup and persevere with confidence.

1. **Moonlighting creates madness.** It's okay to plan a startup while employed by another company. However, it's not ever wise to initiate customer facing operations without 100 percent leadership attention and focus. Little problems easily morph into big, costly ones when the top decision maker isn't on hand to make timely adjustments.

2. **Brand consistency matters.** After watching OWN's first few months on the air, viewers who were passionate about the Oprah brand of self-respect and personal enrichment say they were confused. When first customers don't know what a startup's product or service really stands for, they won't come back. Even worse, they might share their disappointment with their friends.

3. **Make it great.** Oprah has to inspire her team to be even better than their best. They have to be innovative, imaginative and completely original in order to capture lasting audience attention. Delivering something that is really new and noteworthy is the only way any entrepreneurial initiative — a startup network or a corner bakery — can win lasting market share against competitors.

4. **Spend like a startup.** Startups close when they run out of cash or run out of investors who are willing to fund bloated operations. When startups spend money on nice-to-haves before attaining key milestones of financial sustainability, they needlessly increase operating losses, business uncertainty and employee finger-pointing. It's a toxic environment that takes away all the joy of collaborative business-building.

5. **Adversity is not failure.** It's normal for nimble startups to test and adapt first ideas based on audience feedback. Some concepts work; others don't. The point is to learn from first missteps and continue to search for the sweet spot where a new business can operate in a sustainable way. It's expected that all startups will face their share of unexpected problems. Customers don't commit as quickly as planned, investors and partners back out of funding deals, websites crash, employees quit, and, of course, nervous competitors float negative rumors about the new market entrant. All of this is part of the early life of a startup.

## **Oprah's Business Success Secrets**

1. As you become clear about whom you really are; you will be better able to decide what's best for you – the first time around.
2. Be thankful for what you have, you will end up having more. If you concentrate on what you don't have, you will never ever have enough.
3. Biology is the least of what makes one a mother.
4. Books were my pass to personal freedom. I learned to read at age three and soon discovered that there was a whole world to be conquered that went beyond our farm in Mississippi.
5. Breathe, let go and remind yourself that this very moment is the one you know you have for sure."
6. Be the one thing you think you cannot do. Fail at it. Try again. Do better the second time. The only people who never tumble are those who never mount the high wire. This is your moment, own it.
7. Excellence is the best deterrence to racism and sexism.
8. Follow your instincts, that's where true wisdom manifest itself.
9. For every one of us that succeeds, it's because there's somebody there to show you the way out.
10. I always knew I was destined for greatness.
11. I am a woman in the process; I'm just trying to be like everybody else. I try to take every conflict, every experience and learn from it. Life is never dull.
12. I don't believe in failure. It's not failure if you enjoyed the process.
13. I don't think of myself as a poor deprived ghetto girl who made good. I think of myself as somebody who from an early age knew I was responsible for myself, and I had to make good.
14. I don't think you ever stop giving. I really don't. I think it's an on-going process and it's not just about being able to write a check. It's about being able to touch somebody's life.
15. I feel that luck is preparation meeting opportunity.
16. I have a lot of things to prove to myself. One is that I can live fearlessly.
17. I still have my feet on the ground, I just wear better shoes.
18. I was raised to believe that excellence is the best deterrent to racism and sexism and that's how I operate my life.

19. I am black, I don't feel burdened by it and I don't think it's a huge responsibility. It's part of who I am. It does not define me.
20. If you want to accomplish the goals of your life, you have to begin with the spirit.
21. It's not until you come to a spiritual understanding of who you are, not necessarily a religious feeling, but deep down the spirit within that you can begin to control.
22. It's much easier for me to make major multi-million dollar decisions than it is to decide on a carpet for my front porch. That's the truth.
23. Lots of people want to ride with you in the limo. But what you want is someone who will take the bus with you when the limo breaks down.
24. My philosophy is that not only are you responsible for your life but doing the best at this moment puts you in the best place for the next moment.
25. Passion is energy. Feel the power that comes from focusing on what excites you.
26. Real integrity is doing the right thing, knowing that nobody's going to know if you did it or not.
27. Surround yourself with only people who are going to lift you higher.
28. The biggest adventure you can take is to live the life of your dreams.
29. The greatest discovery of all time is that a person can change by merely changing his attitude.
30. The greatest thing you fear most has no power. Your fear of it is what has power. Facing the truth really will set you free.
31. The whole point of being alive is to evolve into the person you were intended to be.
32. Think like a queen. A queen is not afraid to fail. Failure is another stepping stone to greatness.
33. Turn your wounds into wisdom.
34. Understanding that the right to choose your own path is a sacred privilege. Use it. Dwell in possibility.
35. What God intended for you goes beyond anything you can imagine.
36. What material success does is provide you with the ability to concentrate on other things that really matter. And that is being able

to make a difference not only in your own life but in other people's lives.

37. When I look into the future, it's so bright that it burns my eyes.
38. Where there is no struggle, there is no strength.
39. You know you are on the road to success if you would do your job and not get paid for it.
40. What I know for sure is that if you want to have success, you can't make success your goal.
41. The key is not to worry about being successful, but to instead work toward being significant – and the success will naturally follow.
42. You become what you believe. You are where you are today in your life based on everything you have believed.

# 6.

## **OPRAH'S BUSINESS MODEL**

“I don't care about being bigger, because I'm already bigger than I ever expected to be. My constant focus is on being better.”

**Oprah Winfrey**

"We bet on ourselves," says Jeff Jacobs, president of *Harpo* and Oprah's longtime second-in-charge. "We are an intellectual property company, and our partners (ABC, Hearst, Oxygen) are distributors. Core content is developed here and has never left our home base."

Oprah is not just the chief content creator but the chief content itself. Every single copy of *O* displays a bold, winning image of Oprah on the cover. The details of her personal life - her triumphs over adversity and abuse, her endless battle against weight gain - have been aired with a "just girls yacking" honesty on her show.

"I bring all my stuff with me," she says. And by making herself and her struggles central to her message, she taps deeply into the American psyche and its desire for self-reliance.

Oprah's life is the essence of her brand, and her willingness to open up about it on daytime TV helped win the enduring trust of her audience. Given all that, it's not surprising that Oprah has been very, very reluctant to cede control of her brand.

Food marketers, clothing designers, perfume manufacturers, book publishers, and innumerable pie-in-the-sky entrepreneurs have tried to persuade Oprah to license her name for their products. As Oprah's longtime friend Gayle King puts it, "Everybody's thinking, 'I gotta get a piece of that Oprah brand.'"

Unlike fellow living brand Martha Stewart, Oprah has steadfastly resisted these entreaties. Early on, Stewart lent her name to Kmart to sell house wares, and that company went into Chapter 11 bankruptcy.

Stewart, who looked for fast growth, also gave up control by taking her company public; the share price once approached \$40 but now sells for much less.

By contrast for the first 14 years of her company's existence, Oprah made just two alliances, and both were absolutely necessary: with TV syndicator King World to distribute her show and with ABC to air her TV movies.

In recent years, apparently with some trepidation, she made deals with Hearst and Oxygen while refusing to take her company public.

Oprah says that selling her name--or any part of her business - is akin to selling herself. "If I lost control of the business," she says, "I'd lose myself--or at least the ability to be myself. Owning myself is a way to be myself."

Being her "authentic self" (in the words of Oprah's "life strategist" Dr. Phil) has not always been easy. In her traumatic first major TV job in Baltimore, the station bosses wanted her to change her hair, lips, nose, and just about everything else. Dennis Swanson, who recruited her to Chicago in 1983 and is now president of WNBC-TV in New York, was the first executive who let Oprah be Oprah.

According to Swanson, "I hadn't met her before she came to my office. She desperately wanted to be hired to do the *AM Chicago* show. She said, 'Do you have any concerns about me?'

"I said, 'No, not that I can think of.'

"Well, you know I'm black,' she said.

"I told her, 'Yeah, I figured that out.'

"Then she said, 'You know I'm overweight.' I said, 'So am I. I don't want you to change your appearance. If I wanted a glamorous person, I'd have hired someone else.'"

Swanson paid her \$230,000 a year and ran her show opposite Phil Donahue's, who had dominated TV talk in Chicago for more than a decade. Within a month Oprah was beating Donahue in the ratings.

Swanson convinced Oprah that she could succeed by being herself, Jeff Jacobs convinced her she could run an empire. Jacobs is the little-known power behind Oprah's throne. He was a Chicago entertainment lawyer in 1984 when Oprah arrived at his office in flip-flops and a red *AM Chicago* T-shirt looking for help with a new contract.

He quickly convinced her to bet on herself by establishing her own company rather than be talent for hire, as most TV stars are. When they set up *Harpo* (Oprah spelled backwards) in 1986, she gave Jacobs 5 percent of the company. Three years later, Jacobs joined as president, and Oprah handed him 5 percent more.

They are an odd couple, but the relationship works. Besides acting as Oprah's strategic advisor, Jacobs is her combative dealmaker. He is "a piranha--and that's a good thing for me to have," says Oprah.

Disney's Iger, who wrangled with Jacobs over movie deal details, says, "I remember being put off initially, but Jeff Jacobs has one thing in mind: his client. And he serves her very well."

Jacobs views himself as a "behind-the-scenes guy." In that role, he is perfectly happy to take on jobs most corporate presidents wouldn't touch, such as serving as Oprah's personal agent, for no fee, when she takes roles in movies and on TV.

Thanks to that arrangement, she doesn't give up 25 percent of her pay to agents and managers, as other stars do. "One of the reasons Oprah is so financially successful," Jacobs boasts, "is that we understand it's not just how much you make but how much you keep."

Oprah describes her business decisions as "leaps of faith". With a smile, she says, "If I called a strategic-planning meeting, there would be dead silence, and then people would fall out of their chairs laughing."

Oprah embraces management-by-instinct and has successfully intercepted gossipy revelations from her employees by insisting that everyone who works at *Harpo* sign an unusual lifelong confidentiality agreement. In her defense, "You wouldn't say it's harsh if you were in the tabloids all the time."

The confidentiality agreement underscores what is both her business' greatest strength and its potential downfall: Oprah's business is Oprah. If she does something as Oprah the person that undermines the trust her customers have in Oprah the persona, her brand could quickly fizzle.

Oprah acknowledges that in the early days she ran people ragged. She says her wake-up call came one night when an exhausted producer fell asleep inside her garage with her car motor running. Luckily the woman's radio woke her up.

Oprah, who believes in signs from above, says in hindsight, "We were like overzealous moms who are proud that they do everything themselves, without any help." So she hired a nanny: She brought on her favorite former boss, a TV station executive named Tim Bennett, as Chief Operations Officer. She gave Bennett the go-ahead to build real corporate departments including, accounting, legal, and human resources, to make the place run like a real company.

Bennett says that when he arrived in 1994, he requested a meeting with his new boss to discuss the capital plan. "What's a capital plan?" Oprah asked.



"It's your equipment," he replied. "I told her I needed 15 minutes. Oprah said, 'I'll give you five.'"

While Oprah does delegate operational decisions, she is all over her content. Before O gets shipped to the printer, she reads every word and scrutinizes every picture--typically working on the magazine, via her office PC, from 3 P.M. to 8 P.M. Tuesday through Thursday and all day Friday, when she wasn't filming her show.

"She's into every little niggly thing--the commas, the exclamation points," says Gayle King, who, as editor-at-large, is Oprah's eyes and ears at the Manhattan-based magazine.

Oprah's personal desires sometimes clash with business demands. O's table of contents runs on page 2 instead of page 22, unusual in a women's magazine. Advertisers would prefer that readers wade through a bunch of ads as they search for the table of contents, "but Oprah said, 'Let's put the readers first.'"

When O launched in the spring of 2000, Oprah wanted it to reach all consumers on the same day--just as The Oprah Winfrey Show reaches the vast majority of households at 4 p.m. weekdays. Black recalls: "I had to explain to her, 'Oprah, it's still rolled out by trucks, which go to 185,000 newsstands.' Oprah's take on magazine distribution: "It's antiquated."

The success of the magazine stunned Oprah. "I'm most proud of the magazine," she says, "because I didn't know what I was doing." But that's disingenuous. The magazine reflects Oprah's gift for balancing preachiness - her desire "to be a catalyst for transformation in people's lives" - with practicality.

## **Due Diligence**

Oprah's idea of due diligence is to ask one key question: Can I trust you? "It's all about character with Oprah," according to one investment banker. "We investment bankers do the same sort of thing, try to figure out what people are made of, but with Oprah, it's like someone is looking into your soul."

Trust goes a long way toward explaining Oprah's investment in Oxygen Media. When Oprah first met Geraldine Laybourne, the Oxygen co-founder explained that she wanted to create a women's cable network based on intent and service. "Intent and service, that is my motto," Oprah says. "I thought, my God, this is my idea exactly."

## **Oprah and Licensing**

Oprah has considered licensing her name, not Martha Stewart-style to build her company's profits, but Paul Newman-style, to raise money for charity. She has talked with Newman about his Newman's Own salad dressings, popcorn, and other high-priced foods; the line has generated \$125 million for the actor's causes. "It's a beautiful model," says Oprah, who has donated at least 10% of her annual income to charity, most of it anonymously, throughout her adult life.

## **Opportunities**

Something that stresses Oprah out is the virtually unlimited opportunities that present. "I don't care about being bigger, because I'm already bigger than I ever expected to be," she says. "My constant focus is on being better. Should I be doing multimedia video production or seminars on the Internet? How can I do what I'm already doing in a more forceful way?"

Her unofficial career coach, Stedman Graham, the owner of a leadership training and development firm in Chicago, constantly nags, "You're not doing everything you can do. You need vision!" Lately he has been prodding her to partner with the United Nations "to distribute her message all over the world."

Oprah does not exactly embrace the concept. "Oh, my God," she says, "he told you about that?" She hasn't spoken to anyone at the U.N., she adds, "but now they're going to be calling me."

"It's not easy being Oprah. People call. They make demands. They ask hard questions."

**7.**

# **OPRAH COMES TO AUSTRALIA**

“Image has been problematic for Tourism Australia, which hasn’t always seemed to know how to promote our vast country or, indeed, who they should be promoting it to.”

**Simon Anholt**

In September 2010, in the 25th and final season of her self-titled show, Oprah surprised her studio audience when she announced a fully-paid 8-day trip Down Under.

The announcement of her visit to Australia on that Monday's premiere episode of the farewell season of her show surprised the hysterical studio audience of around 300 people. This would be the first time the world's most popular TV host has taken her program outside of North America.

Oprah said she had Australia at the top of her travel wish-list for some time, as her visit was billed as the 'Ultimate Australian Adventure' episode on her show.

The secret plans for Oprah's tour, dubbed Project O by New South Wales tourism staff, were revealed to a frenzied audience that was shown on Australian news bulletins. Media response in the US that night dominated entertainment news.

In a personal message to Australian fans, the Queen of Daytime TV, said she was excited about the adventure, including shopping in Melbourne and wine-tasting in Western Australia before attempting the local language.

"My team has been planning this trip for almost a year and we are so excited to go Down Under. Cheers mate! - I will get the accent right before December, I promise," she said.

"I wanted to kick off my 25th season in a big way and I've heard Australia is the ultimate adventure," Oprah said.

"We'll sail Sydney Harbour, some will sample shiraz in Aussie wine country and others will shop 'til they drop' in trendy Melbourne," Oprah told the delirious audience.

"We'll get up close with kangaroos and koalas, kick back on some of the world's most beautiful beaches and experience one of the Seven Wonders of the World - The Great Barrier Reef.

"Then we'll all meet at the spectacular Sydney Opera House, where thousands of our Aussie ultimate viewers will join us for an unforgettable, once-in-a-lifetime Oprah Show experience."

Adding a trademark spiritual touch to the promo tape, she added, "Happiness is having something to look forward to and we could not be looking more forward to our coming Down Under."

During her Australian visit, thousands of Oprah's Australian fans were invited to sit in the audience while she filmed two episodes of her talk show, in December at the Sydney Opera House when the iconic building was transformed into the Sydney "Oprah" House.

Oprah gave all 3000 audience members a pearl necklace at the taping of the first of her Australian shows on the steps of the Sydney Opera House.

### **\$3 Million to have Oprah in Australia**

The trip, carried out in conjunction with Qantas, was partly financed with \$1.5 million from Tourism Australia's marketing budget. Tourism Minister Martin Ferguson said, "I think its money well spent."

The NSW state government contributed between \$1 million and \$2 million. When the announcement was made, the then NSW Premier Kristina Keneally said, "We're absolutely delighted the most successful talk show, probably ever, is coming to Australia, coming to Sydney", adding that it had been in the planning stages for the past year.

Former Federal Tourism Minister John Brown made an impromptu speech in which he implored the media not to be "cynical about the cost."

"We spent hundreds of millions of dollars over 30 years without much effect, I must say that honestly," he said.

"The publicity that Oprah will bring to Australia around the world is something you couldn't buy."

Andrew McEvoy, managing director of Tourism Australia said, "For many people around the world, Australia is a dream destination.

"Today we turned that dream into a reality for some of Oprah's ultimate viewers. We are excited to show them and Oprah's global audience why there really is nothing like Australia."

Mr. Ferguson said the arrival of the most popular US talk fest ever would be a massive boon for the industry.

He said the program's weekly following of 40 million American viewers, and the fact it is screened in 145 countries, meant the trip would put Australia's beauty on the world stage.

"Oprah is a global household name and her star power has the potential to lift Australia's profile as a premier tourist destination," he said in a statement.

Tourism Australia Chairman Geoff Dixon said Oprah's "Ultimate Australian Adventure" theme was perfect for selling the country's tourism experiences to the rest of the world.

"We know Australia is a dream destination for millions of people," he said.

"The partnership with The Oprah Winfrey Show is a real opportunity to show how they can make their dream a reality."

Sydney Chamber of Commerce executive director Patricia Forsythe said Oprah's visit is "a brilliant initiative" that will boost tourism "both in the short term and in the longer term."

"I think it is terrific, at a time when our dollar is up we have to find some new strategies to attract tourists [and] there is no doubt Oprah will do exactly that," she said.

"There is absolutely no doubt that Oprah coming to Sydney, the fact she is coming to the Opera House [will mean] that we are going to see some terrific shots of Sydney going around the world."

Mrs. Forsythe said the reported \$1 Million the State Government is spending to get the TV Queen to Sydney is "money well spent".

"In terms of television exposure, it is nothing compared to the value that we will get" she said.

Oprah arrived in her own private jet (more about her aircraft later in this chapter) a day after her guests. After refueling in Cairns she proceeded to Hamilton Island on the Great Barrier Reef where she met up with third of the group.

Meanwhile the Oprah group had been taking in the Sydney sights and was being split into several sub-groups to cover as much as possible of Australia's six states and two mainland territories.

When Oprah visited Uluru in the heart of Australia she said, "Me being here is a way of paying respect to the Aboriginal people and showing respect for the land and their culture and all that this rock means to them and the continent and to the world."

In the afternoon of December 10, after flying in to Melbourne in the morning, Oprah had her first official public appearance at a civic reception in

Federation Square where she met Australian Prime Minister Julia Gillard, Australia's first woman Prime Minister.

Oprah spent the night of December 11 at a cocktail soiree with 300 of her "adventurers" at the Royal Botanic Gardens in Sydney where she met New South Wales Premier Kristina Keneally and various other NSW personalities.

Fireworks capped the night of music, dining and entertainment and a large "O" burned brightly on Sydney Harbour Bridge.

Next morning, Oprah and her group did the Sydney Bridge climb, followed by a visit to Bondi Beach.

The filming of two Australian episodes of *The Oprah Winfrey Show* at Sydney Opera House, renamed Sydney Oprah House during Oprah's Sydney visit, wound up the eight-day

Australian discovery tour by the some 300 members of Oprah's American audience.

Guests at the Oprah House shows included U2 frontman Bono, Aussie celebrity couple Nicole Kidman and Keith Urban, actors Russell Crowe and Hugh Jackman (who received major TV coverage as he was hurt as he arrived on a flying fox and reportedly hit a stage light), actress/singer Olivia Newton-John, and the late Crocodile Hunter Steve Irwin's widow Eugene and children Bindi and Bob.

After Oprah's departure, Pete May wrote in an E-zine article, "She came, she saw and she conquered! The Oprah Winfrey road show had its whirlwind tour through Queensland and New South Wales in Australia and won the hearts and minds of everyone. It was not only a win for Sydney, but it was a huge win for tourism Australia, as Oprah announced to the world that she loves Australia and was sad to be leaving."

After the first installment of Oprah's Ultimate Australian Adventure screened on TV, one reviewer gushed, "Wow, people were right when they said Tourism Australia couldn't have paid for a better endorsement! The episode aired in America on Tuesday to an estimated audience of 10 million and highlights included Oprah's close encounter with a pair of "frisky" koalas, a beachside "Barbie" with Curtis Stone, a viewer's sweet underwater proposal at the Great Barrier Reef, the beauty and spirituality of Uluru, and Oprah's amazing reception at Federation Square in Melbourne.

"In between the segments were shot-after-shot of gorgeous Australian landscape teamed with Oprah's narration of Australian history. One of her

lucky viewers on the trip even described everything he saw as a “postcard”, and when Oprah calls one of your landmarks a “little piece of heaven”, it can’t really get better than that.”

## **Was The \$3 Million Money Well Spent?**

For business minded readers with a passion for measuring and tracking marketing results (the results of any marketing campaign, large or small should always be measured) some interesting results surfaced after Oprah’s visit, as well as some surprising revelations about the amount of money spent and wasted on previous campaigns.

Business analyst Roger March believes it was money well spent, pointing out that figures from the US Office of Travel and Tourism Industries show that American package tourists spent an average AU \$1238 in Australia in 2009 and the non-package tourists spent an average AU\$2369. The ratio of package to non-package is 1:7.

"By my calculation, we therefore need 1350 extra travelers from the US to cover the AU\$3 million price tag. It's not a big ask," March said.

Despite the US economy remaining flat, outbound tourism from the US to Australia is a growing sector, March says. And the strength of the Australian dollar doesn't necessarily explain tourist movements as there's often a lag effect.

However, out of all Australia's tourism target markets, the US is perhaps the most difficult to market to, says March. "It's a big place, very diverse; there's no national newspaper and so much cable TV choices."

## **Measuring the Benefits of the Oprah Publicity**

The Oprah effect will be almost impossible to gauge, according to March. The only genuine quantifiable measure that Tourism Australia has, beyond stopping people at the airport and asking them if they came to Australia because they were influenced by Oprah, is to track Americans drawn to the Tourism Australia website. "If you look at the dates and times ads are shown around the US and then look at the website hits the following week, you get an idea of effect," says March.

Another commentator wrote, “One thing is for sure, ‘The Oprah Effect’ is one that other tourist boards would love to experience. In September, cash-



strapped California launched its first, AU\$2.5 million tourism marketing campaign aimed at Australians and featuring its own celebrities such as governor Arnold Schwarzenegger, actor Rob Lowe and TV talk show host Jay Leno.

California's chief tourism marketer, Caroline Beteta, commented that there was no doubt in her mind that Oprah's visit [to Australia] would pay off. "She has universal appeal," Beteta said. "You will see that translate into an increase in visitor numbers. I wish it were the other way."

## **After Oprah, Should Australia Be Spending More On Tourism?**

### **Is Australia The Dumb Blond of Tourism?**

Simon Anholt, a visiting British branding expert who has advised more than 40 countries on national identity and reputation believes there is a need for greater tourism investment.

His controversial views attracted media attention in October 2010 when he referred to Australia as the "dumb blonde" of the world - "attractive, but shallow and unintelligent", he claimed. While in Australia to address an international education conference, Anholt told *The Age* newspaper that the success of tourism promotion campaigns had produced an "unbalanced" view of the country and that Australia relied too much on "logos and slogans" in its efforts to change people's minds about the country, when it should be investing in culture, among other things.

Image has been problematic for Tourism Australia, which hasn't always seemed to know how to promote our vast country, or indeed, who they should be promoting it to.

John Brown, who was the federal tourism minister in the Hawke Labor government in the 1980s, recently candidly observed the progress since. "We've spent hundreds of millions of dollars over 30 years without much effect. I must say that honestly, no matter who was in government, who was minister, it's not been highly successful. [The] 'Where the bloody hell are you [campaign]?' was a A\$180 million absolute disaster."

## **The Oprah Effect Pays Off**

In December 2012, Angela Saurine, National Travel Reporter from: News Limited Network wrote, "Oprah's visit to Australia is finally paying off, with the growth in American tourists at its highest level since the Sydney Olympics.

"After a drop last year - attributed to the global financial crisis - the number of US visitors rose nearly four percent to around 472,000 people at the start of the year to October.

"The record for American tourists was 480,000 in 2000, which was nearly 18 percent higher than the year before, according to Australian Bureau of Statistics figures.

"Destinations visited by Oprah have also reported a boost in numbers. Ayers Rock Resort has seen 26 percent rise in the number of US visitors so far this financial year.

"We thought that we would get an increase but the extent surprised us," Voyages Indigenous Tourism Australia sales, marketing and distribution executive general manager Ray Stone said.

"Hamilton Island spokeswoman Sophie Baker said US visitors at the luxury resort Qualia, where Oprah stayed, were up 10 percent last financial year and on track to be up 20 percent this financial year.

"When you're chatting to American guests they ask about where Oprah visited and try to recreate what she did," she said. "They will go to the Wildlife Park and want to hold the koala that Oprah held."

"A survey of 500 US travelers last October found 73 percent had visited recently or booked a trip in the coming year had been influenced by Oprah."

## **Oprah Loves Private Jets**

### **Oprah and Her Bombardier Global Express XRS**

When Oprah says something is awesome that is usually a good indicator that something probably is truly great. Oprah freely admits that she loves having her estates across the world and all the perks that money can buy, (which, for Oprah, includes helping others reach their own maximum potentials).

One of the things she really loves is her private jet which she flew to Australia in, and that she uses to take her everywhere from her palatial condo in Chicago to her Montecito estate to her beach getaway in Hawaii.

During a commencement speech she gave in 2009 at Duke University, Oprah said, "that anyone that tells you having your own private jet isn't great is lying to you."

She went on to explain, "You haven't completed the circle of success until you help someone else move to a higher ground and get to a better place."

Private jet enthusiasts who believe that flying in a private jet is one of the greatest material perks that money can buy, as well the private jet industry loved her for saying that. Conversely environmentalists concerned about the carbon footprint left in the wake of a private jet were not too happy that a woman with so much influence on the minds of millions made such a bold statement about her extravagance.

The jet is technically owned by her production company, *Harpo, Inc.* It is a \$42 million custom-built Global Express XRS built by Bombardier Aerospace. Oprah's version has an all-leather interior and features designer fixtures in the bathroom and galley.

The XRS is an updated version of the Global Express and touts an increased range of just over 6,000 nautical miles and a cruising speed of Mach 0.85 (738 mph). It's powered by two Rolls-Royce BR710 turbofan engines that give it enough muscle to make it a premier long range business jet. It can go around the world and only stop to refuel once.

The jet typically flies with a crew of four and has the capacity for 8-19 passengers – perfect for Oprah's entourage.

Oprah's jet has a high-speed satellite communications system so that passengers can access the Internet and live television. This feature is a necessity in today's world of constant communication.



**8.**

# **OPRAH'S PHILOSOPHY AND WISDOM**

“I believe that one of life’s greatest risks  
is never daring to risk.”

**Oprah Winfrey**

## **Oprah's philosophy is multifaceted.**

### **The three key elements are:**

1. Take control of your own life.
2. An individual's choices and thoughts are central.
3. Live your dreams.

### **Oprah on Controlling Your Own Life**

- We are each responsible for our own life — no other person is or even can be.
- My philosophy is that, not only are you responsible for your life, but doing the best at this moment puts you in the best place for the next moment.
- Understand that the right to choose your own path is a sacred privilege. Use it. Dwell in possibility.

### **Oprah on the Importance of What We Think and What We Choose**

- I know for sure that what we dwell on is who we become.
- Everything in your world is created by what you think.
- With every experience, you alone are painting your own canvas, thought by thought, choice by choice.
- I believe the choice to be excellent begins with aligning your thoughts and words with the intention to require more from yourself.
- Become the change you want to see — those are words I live by.
- Breathe. Let go. And remind yourself that this very moment is the only one you know you have for sure.

### **Oprah on Living The Life Of Your Dreams**

- The biggest adventure you can ever take is to live the life of your dreams.
- The key to realizing a dream is to focus not on success but significance — and then even the small steps and little victories along your path will take on greater meaning.

## **Oprah on the Meaning of Life**

- The whole point of being alive is to evolve into the complete person you were intended to be.
- The whole point of being alive is a sense of well-being and internal peace - a connection to what matters.
- Be more splendid, more extraordinary. Use every moment to fill yourself up.
- Every day brings a chance for you to draw in a breath, kick off your shoes, and dance.
- In every aspect of our lives, we are always asking ourselves, 'How am I of value?' 'What is my worth?' Yet I believe that worthiness is our birthright.

## **Oprah on Failure and Fear**

- Do the one thing you think you cannot do. Fail at it. Try again. Do better the second time. The only people who never tumble are those who never mount the high wire. This is your moment. Own it.
- Failure is defined by our reaction to it.
- Think like a queen. A queen is not afraid to fail. Failure is another stepping-stone to greatness.
- You can take from every experience what it has to offer you. And you cannot be defeated if you just keep taking one breath followed by another.
- Whatever you fear most has no power — it is your fear that has the power.

## **Oprah on Relationships — Who Do You Want Around You**

- Lots of people want to ride with you in the limo, but what you want is someone who will take the bus with you when the limo breaks down.
- Every one of us gets through the tough times because somebody is there, standing in the gap to close it for us.
- Surround yourself with only the people who are going to lift you higher.

## **Oprah on Mind and Body**

- Getting my lifelong weight struggle under control has come from a process of treating myself as well as I treat others in every way.

- It is confidence in our bodies, minds and spirits that allows us to keep looking for new adventures, new directions to grow in, and new lessons to learn – which is what life is all about.
- I finally realized that being grateful to my body was key to giving more love to myself.

### **Oprah and Dieting**

"By the time I heard about Optifast, in 1988, I'd tried just about every diet known to womankind. I thought a liquid diet would be my final answer. I'd saved a pair of Calvin Klein jeans from my days of working in Baltimore, and my goal was to get back into those jeans," Oprah said.

"For four solid months, I didn't eat a single morsel of food. When I started Optifast in July 1988, I was at 212 pounds (96 kg). By fall, I weighed 145 pounds (65 kg). Wearing my size 10 jeans, I pulled a wagon full of fat—representing the 67 pounds (30 kg) I'd dropped— onto the stage.

"What I didn't know was that my metabolism was shot. Two weeks after I returned to real food, I was up 10 pounds (4.5 kg). Since I wasn't exercising, there was nothing my body could do but regain the weight. As my friend Maya Angelou often tells me, "When you know better, you do better."

"Seventeen years after that show, I know a whole lot better."

### **Oprah's Wisdom**

"I've come to believe that each of us has a personal calling that's as unique as a fingerprint - and that the best way to succeed is to discover what you love and then find a way to offer it to others in the form of service, working hard, and also allowing the energy of the universe to lead you."

"As you become more clear about who you really are, you'll be better able to decide what is best for you - the first time around."

"I think that when you invite people to your home, you invite them to yourself."



"Before you agree to do anything that might add even the smallest amount of stress to your life, ask yourself: What is my truest intention? Give yourself time to let a yes resound within you. When it's right, I guarantee that your entire body will feel it."

"Real integrity is doing the right thing, knowing that nobody's going to know whether you did it or not."

"Cheers to a new year and another chance for us to get it right."

"I define joy as a sustained sense of well-being and internal peace - a connection to what matters."

"I trust that everything happens for a reason, even when we're not wise enough to see it."

"If you want your life to be more rewarding, you have to change the way you think."

"Living in the moment brings you a sense of reverence for all of life's blessings."

"Partake of some of life's sweet pleasures. And yes, get comfortable with yourself."

"The big secret in life is that there is no big secret. Whatever your goal, you can get there if you're willing to work."

"Though I am grateful for the blessings of wealth, it hasn't changed who I am. My feet are still on the ground. I'm just wearing better shoes."

"What I know for sure is that what you give comes back to you."

"What we're all striving for is authenticity, a spirit-to-spirit connection."

"I've learned that you can't have everything and do everything at the same time."

"If you neglect to recharge a battery, it dies. And if you run full speed ahead without stopping for water, you lose momentum to finish the race."

"Use what you have to run toward your best - that's how I now live my life."

"Every time you state what you want or believe, you're the first to hear it. It's a message to both you and others about what you think is possible. Don't put a ceiling on yourself."

"Every time you suppress some part of yourself or allow others to play you small, you are in essence ignoring the owner's manual your creator gave you and destroying your design."

"You are built not to shrink down to less but to blossom into more."

"The roses, the lovely notes, the dining and dancing are all welcome and splendid. But when the Godiva is gone, the gift of real love is having someone who'll go the distance with you. Someone who, when the wedding day limo breaks down, is willing to share a seat on the bus."

"There's no easy way out. If there were, I would have bought it. And believe me, it would be one of my favorite things!"

"Let your light shine. Shine within you so that it can shine on someone else. Let your light shine."

"Energy is the essence of life. Every day you decide how you're going to use it by knowing what you want and what it takes to reach that goal, and by maintaining focus."

"I believe that uncertainty is really my spirit's way of whispering, "I'm in flux. I can't decide for you. Something is off-balance here."

"I believe that [everyone] is the keeper of a dream - and by tuning into one another's secret hopes, we can become better friends, better partners, better parents, and better lovers. Often we don't even realize who we're meant to be because we're so busy trying to live out someone else's ideas. But other people and their opinions hold no power in defining our destiny."

"Challenges are gifts that force us to search for a new center of gravity. Don't fight them. Just find a different way to stand."

"All these years I've been feeling like I was growing into myself. Finally, I feel grown."

"You can have it all. You just can't have it all at once."

"Check your ego at the door and check your gut instead. Every right decision I have ever made has come from my gut. Every wrong decision I've made was the result of me not listening to the greater voice of myself."

"Difficulties come when you don't pay attention to life's whisper. Life always whispers to you first, but if you ignore the whisper, sooner or later you'll get a scream."

"Feelings are really your GPS system for life. When you're supposed to do something, or not supposed to do something, your emotional guidance system lets you know."

"Forget about the fast lane. If you really want to fly, harness your power to your passion. Honor your calling. Everybody has one. Trust your heart, and success will come to you."

"How do I define success? Let me tell you, money's pretty nice. But having a lot of money does not automatically make you a successful person. What you want is money and meaning. You want your work to be meaningful, because meaning is what brings the real richness to your life."

"If it doesn't feel right, don't do it. That's the lesson. That lesson alone will save you a lot of grief. Even doubt means don't."

"If you're hurting, you need to help somebody else ease their hurt. If you're in pain, help somebody else's pain."

"In order to be truly happy, you must live along with, and you must stand for something larger than yourself."

"Inner wisdom is more important than wealth. The more you spend it, the more you gain."

"Life is a reciprocal exchange. To move forward, you have to give back."

"My constant prayer for myself is to be used in service for the greater good."

"Nobody's journey is seamless or smooth. We all stumble. We all have setbacks. It's just life's way of saying, "Time to change course."

"The world has so many lessons to teach you. I consider the world, our earth, to be like a school, and our life, the classrooms. Sometimes on our planet life school, the lessons

often come dressed up as detours and road blocks and sometimes as full blown crises.”

“And the secret I've learned to getting ahead is being open to the lessons.”

“Walk through life eager and open to self-improvement and that which is going to best help you evolve, because that's really why we're here: to evolve as human beings.”

“When you choose the paradigm of service, it turns everything you do from a job into a gift.”

“When you don't know what to do, get still. Get very still until you do know what to do.”

“When you're doing the work you're meant to do, it feels right and every day is a bonus, regardless of what you're getting paid.”

“You really haven't changed; you've just become more of yourself. That is really what we're all trying to do: become more of ourselves.”



**9.**

# **OPRAH'S FINAL SHOW**

“There are no words to match this moment”

**Oprah Winfrey**

On 25 May 2011 Oprah walked out on a stage for the last time to a standing ovation from an audience filled with friends and family, including her longtime boyfriend Stedman Graham, filmmaker Tyler Perry, her fourth-grade teacher Mrs. Duncan and her former Baltimore talk show co-host Richard Sher.

"There are no words to match this moment," Oprah said, clad in a pink dress with ruffles cascading down the front.

While there may not have been words to "match this moment," the hour was filled with other words: funny ones, sad ones, inspiring ones, and poignant ones. The final episode was a platform for Oprah to thank fans, reflect on the past 25 years, and talk about what she learned.

Oprah, struck a more reverent tone than the preceding days when a parade of surprise celebrity guests had saluted her, finding the words over the next hour to express her gratitude to her audience, her staff and even God for allowing her to fulfill her calling.

"It's no coincidence that a lonely little girl who felt not a lot of love...it's no coincidence that I grew up to feel the genuine trust, validation and love from you," she said toward the end of the show, addressing her audience in the studio and the one watching her from television sets in 150 countries.

"You and this show have been the greatest love of my life," she said, choking back tears.

With only a single pink chair on stage, Oprah held court, telling the audience that today she would not be giving away cars nor were there any trinkets hidden beneath their seats. Instead, Oprah used her final show, the 4,561st, to thank the audience that made hers the number one talk show for its entire 25-year run.

She reminisced about her various hair styles and earrings "the size of napkins," showing a few clips from her early years, when she first came to Chicago to host "AM Chicago" before it became "The Oprah Winfrey Show."

Oprah discovered early on that she needed an audience to make magic and she pulled in her staff, friends and people off the street. She was soon getting feedback from her audience, citing a letter from Carrie in Anne Arbor,



Michigan, who wrote during the first week Oprah went national, "Watching you be yourself makes me want to be more myself."

Oprah, who always said she wanted to be a teacher, said her show became her classroom and in some cases she did the teaching and other times, the learning. Over her final hour on television, she reiterated the lessons that she has learned and imparted to her audience over the years.

They included finding your calling, remembering the Golden Rule, taking responsibility for your life and allowing God or grace to work in your life.

Oprah did not shy away from invoking God, saying that the secret to her success has always been "my team and Jesus. God is love. God is life and your life is always speaking to you," she said imploring her audience to embrace their "light and use your life to serve the world."

Through her show, Oprah said she was able to drop the veil on people's lives and have them speak their truths, whether they were addicts, abusers or abused. Though she said she has no regrets, the one thing she wished she could have done more of was expose the horrors of child sexual abuse.

One of her proudest moments, she said, singling out Tyler Perry, was when 200 men who had been victims of sexual abuse stood in her audience holding pictures of them as boys.

After giving out a new e-mail address, Oprah said, "I won't say goodbye, I'll just say until we meet again, to God be the glory."

Walking through the audience, she stopped to hug and kiss her boyfriend, Graham, as well as others. Then she stood under the lights one last time, her hands outstretched as if to soak in this final moment, before leaving.

As the credits rolled, listing her *Harpo* team, which will remain in Chicago while she moves full-time to Los Angeles and her network OWN, Oprah is seen kissing, hugging and crying with her staff members. The final image is of Oprah, with her cocker spaniel Sadie tucked under her arm, walking off alone.

## **Some Highlights From Oprah's Final Show**

### **The Funny**

Oprah recalled her first job on *AM Chicago* with no publicist and no stylist. All she had was "just a Jheri curl and a bad fur coat" and "earrings the size of napkins."

Talking about her childhood, Oprah detailed her birth. Her parents were under the tree in Mississippi, she said, "and voila! Out pops me!"

"Don't wait for someone else to complete you. 'Jerry Maguire' was just a movie."

While celebrating with her audience as the credits rolled, Oprah became extra excited when she saw one of her favorite people: Her dog. "Sadie, we did it! We did it Sadie, we did it!"

### **The Wacky**

"Live from the heart of yourself."

"Your life is speaking to you. What does it say?"

"Nobody but you are responsible for your life. You are responsible for your life. What is your life? What is all life? What is every flower, every rock, every tree? Energy. And you're responsible for the energy you create for yourself, and you're responsible for the energy that you bring to others."

### **The Gracious**

"From Day 1, Chicago, you took me in, and you told your friends. I heard you say, 'Have y'all seen that black girl on TV named Oprah?'"

"You all have been a safe harbor for me for 25 years. What I hope is that you will be a safe harbor for someone else."

"To be embraced by all of you, it's one of the greatest honors a human being can have."

"Every day that I stood here I knew that this was exactly where I was meant to be."

"From you whose names I will never know, I learned what love is. And this show has been the great love of my life."

### **The Inspiring**

"There's a difference between thinking you deserve to be happy and knowing that you are worthy of being happy. Your being alive makes worthiness your birthright. You alone are enough."

Everyone has a platform, Oprah said. "Mine is a stage in a studio. Yours is wherever you are, with your own reach."

"I've talked to nearly 30,000 people on this show, and all 30,000 had one thing in common - they all wanted validation. They want to know, do you hear me? Do you see me? Does what I say mean anything to you?"

"This is what I was called to do...Everybody has a calling, and your real job in life is to find it."

Talking about how she got to where she is, Oprah credited God. Which God? "I'm talking about the same one you're talking about. The Alpha and Omega. The Omniscience, the Omnipresent, the Ultimate Consciousness, the Source, the Force, the All of Everything There Is, the one and only G-O-D."

"You also have to know what sparks the light in you so that you in your own way can illuminate the world. You have the power to change somebody's life."

### **The Ugly Cry**

It's a fair bet that a large majority of viewers tuned in to the Oprah finale to cry. Not just cry, sob. Two segments of the show were especially emotional.

### **Recalling How Far She's Come**

"But I'm truly amazed that I, who started out in rural Mississippi in 1954, when the vision for a black girl was limited to being either a maid or a teacher in a segregated school, could end up here. It is no coincidence that a lonely little girl [and here Oprah tears up] who felt not a lot of love, even though my parents and grandparents did the best they could -- it is no coincidence that I grew up to feel genuine kindness, affection, validation and trust from millions of you all over the world. From you whose names I will never know, I learned what love is. You and this show have been the great love of my life."

### **Signing Off**

"Well, I say, all sweet, no bitter. And here's why: Many of us have been together for 25 years. We have hooted and hollered together, had our a-ha moments, we ugly-cried together and we did our gratitude journals. So I thank you all for your support and your trust in me. I thank you for sharing this yellow brick road of blessings. I thank you for being as much of a sweet inspiration for me as I've tried to be for you. I won't say goodbye. I'll just say, until we meet again. To God be the glory."

## **United Airlines - An Oprah Themed Aircraft**

An indication of the huge marketing power Oprah has was shown when United Airlines created an Oprah-themed Boeing 757 aircraft to celebrate her final season.

The aircraft was painted with Oprah logos on the nose, tail and the body of the plane. Inside, the plane had a specially decorated interior and passengers were greeted by a welcome video from Oprah.

The plane made its inaugural flight from Chicago where Oprah films her show. During the first flight from Chicago to Los Angeles one lucky passenger was given enough United Mileage Plus miles for a trip around the world and other passengers received a monogrammed "Oprah 25" fleece blanket. United has also created a sweepstakes that gave one million United Mileage Plus miles to one lucky winner each month and offered Oprah Store e-cards as additional prizes.

## **Being The Best You Can Be**

In conclusion, it's hard not to be inspired by the wisdom of Oprah!

Her deep spiritual awareness has not only transformed her own life. Her ability to explain those valuable life lessons and spiritual insights in a manner that so many others are open to hearing is the main reason I believe she has the power and influence she does and why she has been voted the most powerful woman on the planet.

She is also a great example of how to live life for everybody.

Comfortable at being herself, Oprah is willing to share her flaws and struggles which enable so many women, in particular, to connect with her, and in turn to better understand themselves even more.

Oprah is perhaps one of the best examples of someone that if you only believe in a higher calling and dedicate your life to what is good and be a force for good, then the universe will empower and support you to greatness. And if you listen to what she calls the "Whispers of Life", you can allow yourself to be guided to being the best you can be.

If all we take from the lessons we can learn from Oprah is to focus on being the best we can be, then we already have made the world a better place.

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# OTHER BOOKS AVAILABLE



## "What I Didn't Learn At School But Wish I Had"

Jamie lays the foundation for success with a blueprint of the same educational system he used to transform his life from broke to millionaire.



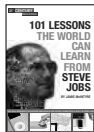
## "Lessons We Can Learn From Donald Trump"

Love him or loathe him, there's no denying that Donald Trump is one of the most successful property developers and entrepreneurs of all time.



## "Investment Lessons Learnt From Warren Buffett"

Discover how Warren Buffett, one of the most successful investors of all time, has the uncanny ability to see hidden value in businesses and how you can apply his strategies.



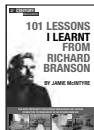
## "101 Lessons The World Can Learn From Steve Jobs"

Discover the innovator within you to break- through new levels of success. Apply the vision the late Steve Jobs exerted to make *Apple* the leaders of consumer electronics.



## "Lessons We Can Learn From Mark Zuckerberg and Facebook"

This book reveals the innovative secrets of the world's youngest billionaire, the man behind Facebook, and it's revolution of social media.



## "101 Lessons I Learnt From Richard Branson"

Inspire and empower the entrepreneur within you to excel to greater heights. Discover what made Richard Branson's Virgin business one of the top-ten brands in the world and how his unconventional methods have led to success.



## "101 Ways To Improve Australia"

Is Australia just riding on the crest of a wave caused by the mining boom or do we have a sustainable economic future? This book is a fascinating must read to understand your nation's future and ultimately your own future.



## "Time Rich"

How to have a millionaire's lifestyle inside 12 months, without even needing to become one. This book is all about removing those chains that tie you to a desk.



## "Think And Grow Rich"

Think and Grow Rich is the seminal work by the world-renowned Napoleon Hill, a contemporary of Dale Carnegie. Hill's money-making secrets are as powerful today as they were then and can change your life forever.



## "What I Didn't Learn From Google But Wish I Had"

This book is to assist those that want to make \$4,000 a month or more online by commencing an Internet career and highlights the enormous success of not only Google itself, but also the power of using google as a business marketing tool today.

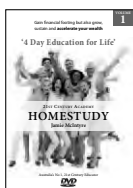


## "Lessons We Can Learn From Arnold Schwarzenegger"

'Arnie's' gigantic action hero energy and success doesn't stop when he gets off the filmset – it just keeps growing bigger! Seamlessly moving from role to role, from Mr. Universe to multi-millionaire businessman, Hollywood mega star and Governor of California, Arnold pumps serious results into whatever he sets out to achieve in life.

# HOMESTUDY PROGRAMS

“Learn Multiple Financial Strategies From The Comfort of Your Own Home”

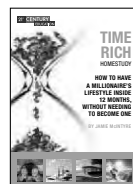


## 21st Century Education Homestudy

Over 150 hours of educational content covering a broad range of emotional and financial strategies from world-renowned experts and entrepreneurs to help you achieve long-term financial abundance and success.

## Time Rich Homestudy

How to have a millionaire's lifestyle inside 12 months without needing to become one.

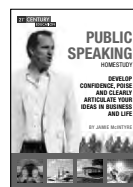


## Results, Purpose, Action (RPA) Homestudy

Learn a system of time management to enable you to juggle your career, investments and have plenty of time for holidays, family & friends.

## Public Speaking Homestudy

Develop confidence poise and clearly articulate your ideas with charisma and enthusiasm. Increase your income rapidly from learning how to speak in public.

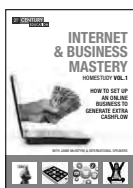


## Tax Minimisation & Asset Protection Homestudy

Learn how to legally minimise your tax and protect your valuable assets.

## Million Dollar Sales & Marketing Homestudy

Increase sales and improve lead generation techniques, including Internet Marketing strategies. Ideal for employees and entrepreneurs.



## Internet & Business Mastery Homestudy

How to build and manage your own Internet business, make money online and have a passive stream of income enabling you to make money whilst you sleep!

## Business Education Summit Homestudy

Discover long-term business solutions for today's dynamic business environment. Whether you want to become a successful entrepreneur start a business or take your business to the next level.

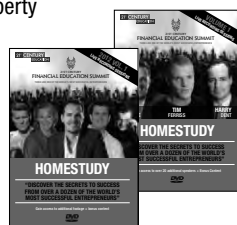


## US Property Homestudy

Virtually everything you need to know about investing in US real estate and how to access a broad selection of heavily discounted turn key US property investments – already renovated and tenanted.

## Financial Education Summit Homestudy 2011/12

Discover the steps that reveal how you can model the mindset and psychology of extraordinary successful people to produce far greater financial results.





# PUBLIC SPEAKING

Would you like to book Jamie McIntyre to speak at your company conference or seminar?

Jamie is available for limited speaking engagements and can cover a range of topics, including:



- Why Do Most People Fail?
- 5 Major Strategies To Succeed In The 21st Century
- How To Raise Your energy Levels Fast!
- Developing The Mindset Of a Millionaire By Rewiring Your Subconscious.
- Entrepreneurship and Innovation
- Perseverance, Goal Setting, and Positive Thinking
- Your Leadership Journey – Are You a leader Or Manager
- Customer Service And Why It Is Vital To The Survival Of Any Business
- Business & Management
- Marketing & Creativity
- Motivation & Inspiration
- Time Management and Business Productivity

Jamie is also available to speak to limited amount of schools per year as part of our Youth Program.

“ The only speaker in Australia that can speak on creating wealth in property, the stock market, business and internet business. Many can specialise in one discipline, but only a true financial master can create wealth from many disciplines.

Wealth Creator Magazine ”

21st Century also has other available speakers:



**ERIC BAILEY**

Corporate training and Motivation Coach



**LOU HARTY**

Trading, Internet and US Property Entrepreneur



**KONRAD BOBILAK**

Property Strategies and Finance Expert



**WARREN BLACK**

Accounting, Tax and Asset Protection Specialist

For select organisations Jamie may waive his speaking fees or donate them to charity.

**EMAIL: [enquiries@21stca.com.au](mailto:enquiries@21stca.com.au) PHONE: 1800 999 270**

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- ✓ Powerful **property investing strategies** taught step-by-step by the experts including, property buy-and-hold strategies, property trading strategies, property options strategies, property renovation strategies – And lots more...
- ✓ **Avoid the mistakes** that cause most people to fail financially
- ✓ How to **acquire wholesale land deals** almost **no money down** and with an unheard of 12 year settlement – make the capital growth with zero holding costs!
- ✓ Develop the mindset required to **become a millionaire**
- ✓ Develop a 21st century **modern day education** for life that isn't taught at school or university
- ✓ The **tax minimisation strategies** used by the world's most successful entrepreneurs

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# JAMIE McINTYRE

Co-Founder of 21st Century Education

Jamie McIntyre is the founder of over 12 companies that turn over in excess of \$40 million dollars annually. With reach in industries such as education, trading, accounting, finance broking, stock broking, recruitment, media, publishing and TV. The 21st Century Group has grown to be the largest financial education resource in Australia.

20 years ago Jamie realised the world needed a 21st Century Modern day education rather than the current out-dated education system created in the industrialisation era of the 19th Century. A “21st Century” education that was better than school or university and taught by those with a PhD in Results, not just theory. An Education – For Life!

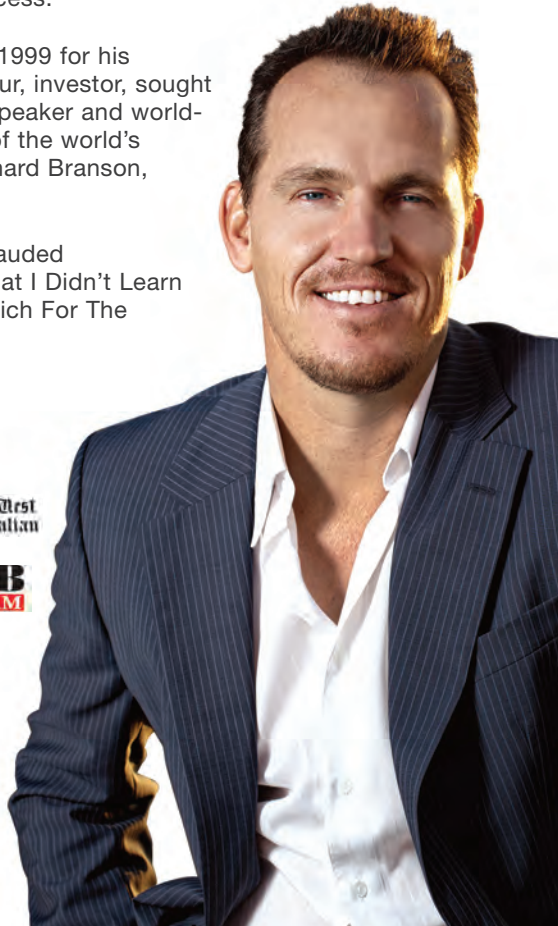
Only 5 years from being almost bankrupt, he had succeeded - Jamie had become a self-made millionaire. This incredible turnaround can be credited to Jamie’s extensive research and to the knowledge he gained from his somewhat unconventional approach of modeling multi-millionaires, entrepreneurs, investors and success coaches.

After producing such outstanding results in so many areas of his life, Jamie decided to fulfill a promise he made to one of his personal mentors and pass on what he had learnt to others. From this, the 21st Century Education and the 21st Century Group was born.

Today, Jamie has educated more than 550,000 people worldwide and helped thousands achieve financial abundance and long-term success.

Nominated for ‘Young Australian of the Year’ in 1999 for his achievements, Jamie is a successful entrepreneur, investor, sought after success coach, internationally renowned speaker and world-leading educator, sharing the stage with some of the world’s most successful entrepreneurs (such as Sir Richard Branson, Harry Dent, Tim Ferriss, and others).

He is also the author of numerous globally applauded publications such as the best-selling books ‘What I Didn’t Learn At School But Wish I Had’ and “Think & Grow Rich For The 21st Century”.



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[www.JamieMcIntyre.com](http://www.JamieMcIntyre.com)

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## ARGUABLY THE WORLD'S 'MOST POWERFUL WOMAN', OPRAH PACKS TONS OF 'GET UP AND GO' INTO THE LETTER O!

Oprah's career is laced with firsts and superlatives. She was the first black woman billionaire and has recently been named the world's highest paid celebrity. A 'post-modern priestess,' who has achieved almost spiritual status among her fans, Oprah is also a clever businesswoman and brilliant communicator.

Jamie McIntyre - Author

This book reveals fascinating details about a fascinating lady whose own life story is equal to any on her show! From a childhood of serious adversity Oprah went to become the world's highest paid TV presenter. A maker of stars, and even presidents, inside you will find lots of colourful anecdotes from the life of a woman who, not only mingles with the rich and famous, but changes their lives.

More than just a biography, investor and author, Jamie McIntyre, looks into numerous valuable business and life lessons we can learn from this highly successful woman.

My message is, 'You are responsible for your own life.'

Oprah Winfrey

Here is what you will learn:

- The business model of one of the world's most successful entrepreneurs
- **The creative use of Oprah's visualisation techniques to attain good**
- Valuable life lessons with famous quotes from Oprah herself
- **How startup entrepreneurs can model the world's best businesswoman**
- Success factors that have made Oprah so influential
- **How to become a self-made millionaire by modelling a billionaire**
- Why you shouldn't settle for less than living your dream life

"Forget about the fast lane. If you really want to fly, harness your power to your passion. Honor your calling. Everybody has one. Trust your heart, and success will come to you."

Oprah Winfrey

Jamie McIntyre has been featured in:



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