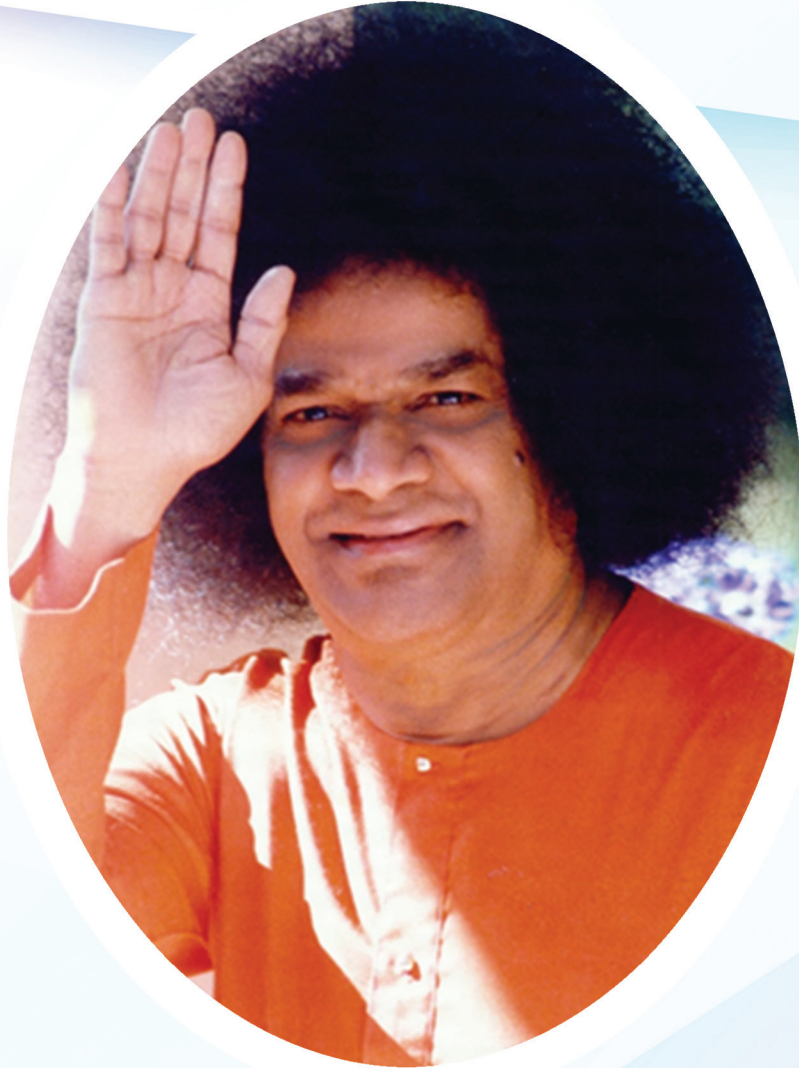


SATHYA SAI INTERNATIONAL
ORGANISATION



SATHYA SAI INTERNATIONAL
LEADERSHIP PROGRAMME
(SSILP) FOR YOUNG ADULTS





Residential Course - Sathya Sai International Leadership Programme (SSILP) for Young Adults

**With love and humility, we offer the
Sathya Sai International Leadership Programme
For Young Adults
At the Divine Lotus Feet of our Dearest Lord
Sathya Sai Baba**



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MESSAGE FROM THE CHAIRMAN, PRASANTHI COUNCIL

Dr. Narendranath Reddy

Dear Brothers and Sisters,

Om Sri Sai Ram.

Young Adults (YAs) are near and dear to Sathya Sai Baba. He has repeatedly stressed the importance of the YAs for the advancement of world peace, prosperity and well-being. The YAs of today are leaders of tomorrow in all aspects of society across the world. The Sathya Sai YAs play an even more important role since they carry the eternal and universal message of Sathya Sai Baba to millions of people and lead by example. This spiritual, dharmic leadership requires careful training and dedicated practice that lasts a lifetime. The purpose of the Sathya Sai International Leadership Programme (SSILP) for Young Adults is to facilitate development of such leaders for the SSIO, the nation and the world, according to ideals set by Sathya Sai Baba.

In His divine discourse during the Sathya Sai World Youth Conference in 1997, Sathya Sai Baba exhorted, "As future citizens of the world, the youth should awaken to their noble heritage and in January 2000, Baba proclaimed, "The youth of today are the future leaders of the nation and architects of the new society. The future of a nation depends on its youth. The primary duty of the youth is to render service to society. The physical and mental strength of the youth is the foundation on which a nation is built."

With Sathya Sai Baba's loving guidance, the Sathya Sai International Organisation (SSIO) implemented the divine command to engage and develop the YAs as future leaders.

The SSILP was developed in 2014 to provide standardised leadership training to YAs from all over the world, based on Sathya Sai Baba's teachings. The course covers both foundational knowledge and practical application in society. Leading by example, YAs leaders took the initiative to develop the programme in partnership with senior leaders of the SSIO. The programme is thus enriched with the senior devotees' years of experience, modern resources of the YAs and, most importantly, the eternal and universal teachings of Sathya Sai Baba.

The goal of the SSILP is to develop future leaders who will not only disseminate Sathya Sai Baba's message and render service to society but also lead a rejuvenation of

We pray to our beloved Lord Sathya Sai Baba, to bless this programme, its facilitators and participants. May He guide them in the important task of understanding His divine teachings and living as Sathya Sai Ideal Young Adults.

Jai Sai Ram!

Lovingly in the service of Sai,

Narendranath Reddy M.D.
Chairman, Prasanthi Council.

“When a devotee seeks with humility and purity to give service and prema (love) to My creatures who are in need of such selfless service and sublime love; when he considers all creatures as My children, as his beloved brothers and sisters, as the blessed manifestations of My Immanence, then in fulfilment of My role as Sathya Sai, I descend to help, accompany and carry that yogi. I am always near such a yogi to guide him and to shower My love on his life”.

(My Baba and I, Dr. John Hislop, page 170, Chapter Seva)

MESSAGE FROM THE INTERNATIONAL YOUNG ADULTS COORDINATOR

Mr. Deviesh Tankaria

Dearest Brothers and Sisters,

Loving Sai Ram.

The Sathya Sai International Leadership Programme (SSILP) presents a unique opportunity for prospective young adult leaders to improve their own lives, assume responsible roles in the SSIO and become instruments in serving society as an ideal Sathya Sai YA. With spirituality at its heart, the SSILP aims to inspire, motivate and train YAs on ethical and moral leadership; based on human values, with emphasis on Sathya Sai Baba's Mahavakya on leadership:



Deviesh Tankaria offering the programme booklet
at the Divine Lotus Feet of Sathya Sai Baba

To BE – To DO – To SEE – To TELL

Sathya Sai Baba declared that we should strive to have the head of Adi Shankara, the heart of Buddha and the hands of King Janaka. The head of Adi Shankara means having fundamental discrimination instead of individual discrimination. The heart of Buddha signifies a heart full of compassion and love that does not tolerate suffering or hurting anyone. The hands of King Janaka refers to hands that selflessly serve others. This is leadership. Sathya Sai Baba's definition of leadership is not based on power or position but on embodying an ideal character.

As YAs, we are the future leaders of the world, and as such, we should honour our sacred duty to serve society and the nation with love and compassion. The SSILP aims to equip YAs with the right attitude, skills and knowledge necessary for effective self and organisational management to excel in the art of leadership. This journey will challenge, test and demand the very best from us in the endeavour to become confident leaders, like lions. This is a truly blessed opportunity!

With Love and Sai Ram,

Deviesh Tankaria

International Young Adults Coordinator

For further details, please contact: SSILP@SathyaSai.org

MESSAGE FROM THE SATHYA SAI INTERNATIONAL LEADERSHIP PROGRAMME CHAIR

Mr. Sai Prabhu Prem Kumar

Loving Brothers and Sisters,

Om Sri Sai Ram.

Firstly, I would like to express my gratitude to our beloved Sathya Sai Baba and the SSIO for giving me this opportunity to serve Sathya Sai Baba and His Young Adults.

The SSILP offers a wide spectrum of topics making it a unique experience for YAs. Sathya Sai Baba's simple and profound teachings on leadership have been encapsulated into 9 modules that awaken the dormant leadership quality within every YA, so that it can grow and light the world through love and selfless service. Sathya Sai Baba has mentioned in His Divine discourse that if we take one step towards Him, He will take a hundred towards us.

"You should become the beloved of Swami. You should take each step in keeping with Swami's step. You should become Swami's instrument. I am in need of such persons. They are the very embodiments of love."

Sanathana Sarathi, Nov. 1995

With firm faith and unwavering conviction, we YAs shall march in the path set by Sathya Sai Baba - the path of love, peace, truth, non-violence and right conduct to be His instrument by living His leadership ideals. I pray to our dear Sathya Sai Baba that He blesses us to be good leaders.

I look forward to working with you to learn and share in this wonderful opportunity that is bestowed upon us by Sathya Sai Baba.

Jai Sai Ram.

With Love,

Sai Prabhu Prem Kumar
Chair, SSILP Committee

"I want you to be leaders to protect the world. Leaders like lions, self-reliant, courageous, majestic and just. Lion is the king of animals and I want you to be king among men."

Sathya Sai Baba, inaugural address to students, Summer Course 1992

INTRODUCTION

During the inaugural discourse of the first Sathya Sai World Youth Conference in 1997, Sathya Sai Baba issued a clarion call to all young adults. As future citizens of the world, the young adults should awaken their noble heritage and honour their sacred duty to promote the welfare, progress and peace in the world.

In 2007, at the conclusion of the third Sathya Sai World Youth Conference, Sathya Sai Baba blessed yet another important initiative in the development and integration of the Young Adult (YA) programme within the SSIO. The International YA Council and Zonal YA Coordinators were appointed and convened as a committee of the Prasanthi Council. One of the important roles of the International YA Council was to provide opportunities for the YAs to interact and learn from senior officers and members of the SSIO so that the YAs of today will be ready to become leaders of tomorrow.

With the steady evolution of the Sathya Sai YA programmes, the stage is primed to take Sathya Sai Baba's call to action for the YAs to the next level. With deep love and gratitude to Sathya Sai Baba and the SSIO, we are pleased to share the SSILP. The aim of this programme is to develop a standardised leadership-training programme for YA leaders of the SSIO.

The ideal Sathya Sai YA Leader is one who has full faith in Sathya Sai Baba's teachings, has established the practice of self-inquiry and has the capacity for self-leadership and self-management. Sathya Sai YAs live their lives recognising the importance of work-life balance and inner peace. They possess a range of well-developed skills in problem-solving, interpersonal communication and organisational skills. Most important of all, they are totally committed to the mission of the SSIO.

Students—the architects of the future!

Students! You are the ones who will assume the leadership of the country in future. The future of the nation depends upon you. Your nature and character will decide the character of the nation. You should work for the prosperity of the nation, welfare of the world and universal happiness. First of all, you must follow the command of the Lord. Therein lies your welfare, as well as the security of the nation and society."

Sathya Sai Baba, Summer Showers in Brindavan 1996

OBJECTIVES OF THE SSILP

1. Raise a generation of YAs who are exemplars of the teachings and philosophy of life as taught by Sathya Sai Baba.
2. Provide YAs with tools to improve interpersonal communication for developing good relations with all officers and members of the SSIO.
3. Equip YAs with tools and techniques in the framework of the five human values given by Sathya Sai Baba in order to create a positive and loving environment at home, in the SSIO and in their local communities.
4. Develop skills for planning and implementing successful projects.
5. Develop the capacity to lead, manage and motivate volunteer team members.
6. Develop mentoring skills for grooming future YA leaders while ensuring smooth transitions and continuity.
7. Acquire knowledge and develop character to become ideal leaders who lead by example.
8. To overcome challenges with full faith in the name of the Lord and with a view to aid personal transformation.
9. To understand and work towards fulfilling the goal of the SSIO.



SSILP OUTLINE

The SSILP comprises of nine modules which candidates must complete satisfactorily. While some modules may be offered online as instructor-led courses, others are delivered through a residential classroom programme. After graduating, candidates are expected to commit to a one-year post-graduation training project.

The programme is comprised of the following modules:

Online Modules

Module 1: Sathya Sai Baba, His Life and His Message

Module 2: Sathya Sai International Organisation: Overview

Module 3: Sathya Sai International Organisation: Structure

Module 4: Sathya Sai Baba's Teachings on Leadership: To 'BE'

Module 5: Sathya Sai Baba's Teachings on Leadership: To 'DO'

Module 6: Meeting the Challenges of the Young Adults

Residential Programme

Module 7: Loving and Effective Communication

Module 8: Team Dynamics

Module 9: Project Management

The essence of each module is described briefly in the following pages.

MODULE 1

Sathya Sai Baba: His Life and His Message

Sathya Sai Baba, a highly revered spiritual leader and world teacher, inspired millions of people throughout the world to turn Godward and lead purposeful and moral lives. His universal teachings have drawn seekers of truth from all walks of life. Yet, He did not seek to start a new religion, nor did He wish to direct followers to any particular religion. Rather, He urged us to continue to follow the religion of our choice or upbringing.

Birth and childhood: Sathya Sai Baba was born as Sathanarayana Raju on 23rd November 1926, in Puttaparthi, a small village in South India. Many miraculous incidents accompanied His birth and childhood. Even at a young age, His spiritual inclination and contemplative nature set Him apart from other children and He was known as *Guru* and *Brahmajnani* (knower of Brahman or Godhead) among His peers and others in the village. In primary school, Sathya was a great leader and role model for His classmates. His adherence to truth and exemplary character was noticed by all. Though from a poor family, He did not hesitate to give away His portion of food to the needy. He never lost an opportunity to turn the minds of His friends and even elders, toward God. On 20th October 1940, young Sathya made an historic declaration of His divinity and mission to re-establish the principle of righteousness and to motivate love for God and service to fellow man. Since then, He consistently called on mankind to love and serve all beings and repeatedly asserted that the essence of all scriptures is to Love All, Serve All and Help Ever, Hurt Never!

Teachings: Through His discourses and writings, Sathya Sai Baba offered a veritable ocean of knowledge and guidance on all aspects of spirituality and value-oriented living, that is based on Truth, Love, Right Conduct, Peace and Nonviolence. He often repeated that it is not necessary to drink the whole ocean to know its taste and that it is not necessary to read all the scriptures to live a life of joy, peace and love. It is enough to put into practice at least one teaching. Sathya Sai Baba has said that we are all embodiments of God —*we are God*— and that the principal goal of our lives is to realise and manifest our innate divinity and to live our lives accordingly.



Here are a few drops from the ocean of Sathya Sai Baba's teachings, in an attempt to capture its essence.

- Believe in God — for there is only ONE GOD, though He may be called by many names.
- Lead an exemplary life, in consonance with the teachings of good behaviour and morality.
- Respect and honour all religions — for no religion advocates the negative and lower qualities of man.
- Perform selfless service to the poor, sick and needy, without the thought of reward or fame.
- Cultivate the values of truth, love, right conduct, peace and nonviolence, and promote these values among all.
- Be patriotic and respect the laws of the country.

Organisation: Inspired by Sathya Sai Baba's example and message of unconditional love and service, there are nearly 2,000 Sathya Sai Centres and Groups functioning in 126 countries throughout the world. The members of Sathya Sai Centres and Groups are united by a common bond – love for God; and a common goal – spiritual transformation. Centre activities include studying the teachings of Sathya Sai Baba and the sacred literature of all religions, group devotional singing, meditation and selfless service to the community. The Centre programmes are compatible with all major religions, and membership includes people from all walks of life. All the institutions and worldwide organisations in His name operate according to two simple dicta of Sathya Sai Baba: *Love All, Serve All* and *Help Ever, Hurt Never*. Many activities are organised at the local, regional, national and international levels for the public as well as for SSIO members who would like to participate and serve others with the feeling that they really serve themselves, or the divinity that resides in all. Sathya Sai Baba has said, *Service to Man is Service to God*. The organisation bearing the name of Sathya Sai Baba is built on the three pillars of Love, Selfless Service and Human Values. Sathya Sai Baba has often emphasised that all His hopes and aspirations are placed in the YAs, the leaders of tomorrow. It is now incumbent upon the Sathya Sai YAs to make their lives reflect His message and thereby become catalysts for spiritual transformation in their families, communities and society as a whole.

MODULE 2

Sathya Sai International Organisation: Overview

“The main objective of the Sathya Sai Organisation is to help man recognise the divinity that is inherent in him. So, your duty is to emphasise the One, to experience the One in all you do or speak. Do not give any importance to differences of religion or sect or status or colour. Have the feeling of oneness permeate every act of yours. Only those who do so have a place in this Organisation; the rest can withdraw.”

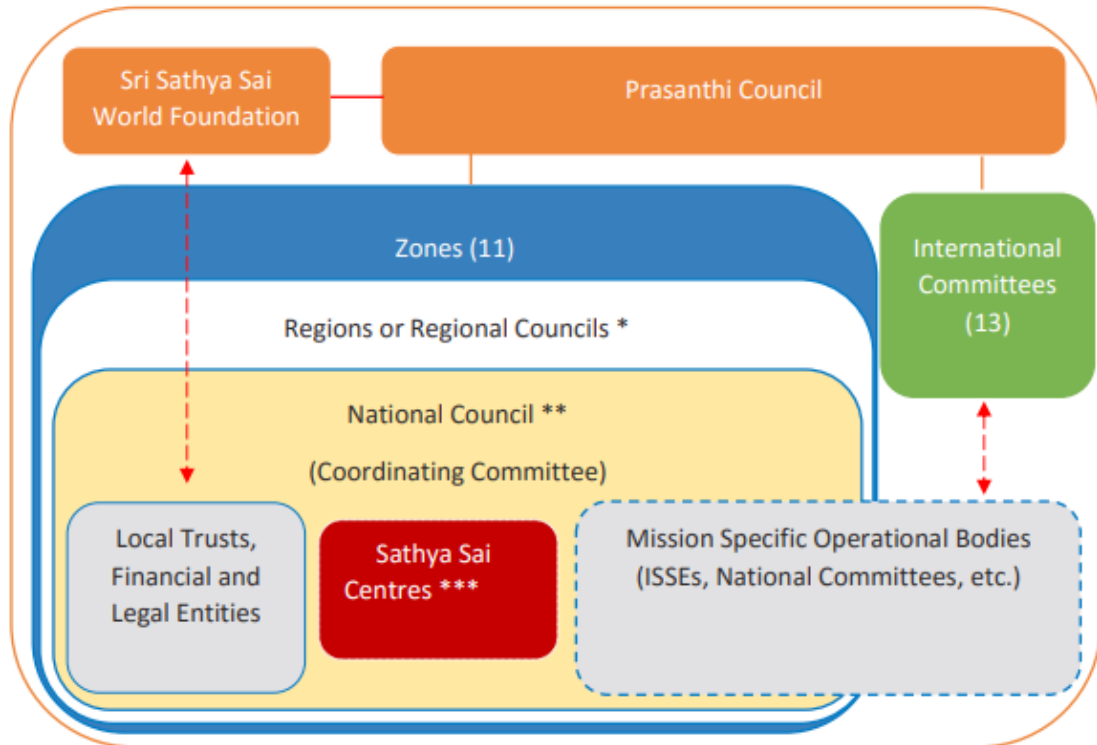
(SSS 9.35: November 22, 1969)

The Sathya Sai International Organisation (SSIO) was founded for a spiritual purpose—to make one realise one’s innate divinity based on the maxims *Help Ever, Hurt Never and Love All, Serve All*. Sathya Sai Baba granted a Permanent Charter in 1981 as the terms of reference for the SSIO. This was later interpreted as policies and procedures for each country. After an extensive exercise beginning in 2010, a revised set of Guidelines and Operations Manual were issued in 2012. Since these documents govern the operations of the SSIO, YA leaders should be familiar with these and other key documents.

Structure: In March 2006, Sathya Sai Baba established the **Sri Sathya Sai World Foundation** to oversee legal and financial matters relating to the SSIO. It provides guidance to Sathya Sai Trusts around the world to ensure the highest standards of propriety are consistently applied in relation to legal and financial matters, in accordance with Sathya Sai Baba’s teachings. Communications from Sathya Sai Trusts are through the Prasanthi Council, as the managing body of the SSIO. The **Prasanthi Council**, which was established by Sathya Sai Baba in November 2004 handles implementation and oversight of day-to-day functioning of the Sathya Sai International Organization.

Membership requirements: SSIO members are expected to practise the Nine-Point Code of Conduct and the Ten Guiding Principles laid down by Sathya Sai Baba; ultimately become exemplars of His teachings. There are no dues or membership fees, and donations are never solicited. An individual who is at least 18 years old may become a member of a Sathya Sai Center.

SATHYA SAI INTERNATIONAL ORGANISATION (SSIO)



* Some Zones may be arranged into geographical Regions or Regional Councils, which oversee a group of countries.

** In countries governed by a Regional Central Council, a (National) Coordinating Committee exists in place of a National Council.

*** For administrative purposes some countries may have additional internal layers (such as subregions) under which the Sai Centres are grouped.

Logo: The logo of the SSIO contains the five universal human values elucidated by Sathya Sai Baba. The tall pillar with a lotus flower in the middle is the *sarva dharmha stupa*. The pillar, with its concentric rings, represents yoga, or union with God. The rings indicate the stages of yogic discipline required for unfolding the “lotus of the heart”, whose petals are at the top of the pillar. The flame of inner illumination is in the center of the lotus. This logo was approved in February 2017. Prior to that, a logo depicting either five or six world religions was used. These logos, together with the name *Sathya Sai Baba* (and variations of it), have been trademarked in many countries in order to protect them from misuse.



MODULE 3

Sathya Sai International Organisation: Structure

“Do not doubt your destiny: it is to merge in the Highest Wisdom, Power and Love. Do not waver or stay away. At every step, inquire, discriminate, and search for Truth. Be self-reliant, bold and free. Know that you are the instruments of God in a Divine Task and so there is no justification for weakness or vacillation. Be an example to others in humility and devotion. Do not scatter advice without the authority of practical experience. Love, cooperate, serve. Your Office is a call for spiritual exercise, a reminder of your being under My care and direction.”

(SSS 09-35: Nov 22, 1969)

The primary purpose of the SSIO is to promote members' faith in God, along with the recognition of the inherent divine nature of human beings and all of God's creation. The Sathya Sai Centre, consisting of members of a local community, is the principal instrument through which this goal is achieved. The Centre provides a loving environment that nourishes the devotion of its members by creating opportunities to study and practise the teachings of Sathya Sai Baba. SSIO office-bearers are charged with the responsibility to govern the Organisation according to its mission and values.

A Centre has three major components: a Devotion Wing, a Service Wing, and an Education Wing, corresponding to the three major paths toward Self-realization: devotion (*bhakti*), action (*karma*) and spiritual wisdom (*jnana*). Sathya Sai Baba has compared these three wings to the three hands of a clock. The seconds hand is *karma* (path of action/service); the minute hand is *bhakti* (path of devotion); and the hour hand is *jnana* (path of wisdom/education). These three wings, though administered separately, work together.

Forming a Sathya Sai Centre: A group of persons interested in forming a Centre or Group may obtain a copy of the Guidelines and the Operations Manual and submit an application to the National Council to seek accreditation and affiliation (where there are Subregions, the application is submitted through the President of the Subregion for review and onward transmission). A Sathya Sai Centre must have at least nine members and must conduct programme/activities in at least two of the three “wings”: devotion, education and/or service. Otherwise, the designation “Sathya Sai Group” is used.

Naming convention for Centres: In English-speaking countries, the standard is "Sathya Sai Center (or Centre) of ... (town or city in which it meets)". Similar naming conventions should be adopted in other languages.

Selection process for officers: Officers of the Sathya Sai Centre are chosen by selection and not an election. A Selection Committee shall be made up of the National Council President (or any appointed officer of the Subregion, where these have been created in the country), the Sathya Sai Centre President and Vice President, and two senior members who are not officers and are chosen by the Sathya Sai Centre President.

To ensure fairness and inclusiveness, the Selection Committee will invite nominations of members who have actively participated in Sathya Sai Centre activities in the preceding 9 months, and it will prepare a proposed list of nominees, consider open and confidential representations from members after publication and thereafter prepare final list of nominees.

The Selection Committee's task should be carried out to ensure that love and unity are maintained in the Sathya Sai Centre after the selection. Officers will be selected from the final list of nominees by members seeking unanimity.

If a review is requested of the final list of nominees or if unanimity is not achieved in the actual selection process after three attempts, the matter is submitted for resolution to the presiding body for resolution.

In the case of small Sathya Sai Centres and Sathya Sai Groups, after consulting the Zone Chair and Central Coordinators the National Council may permit selection of officers by active members in an open discussion (or by way of private chits), without the need for a formal Selection Committee. Where no unanimity is achieved after three attempts, the National Council President shall consult the Zone Chair and Central Coordinators, who shall have the right to appoint officers in the Sathya Sai Centre.

General Principles:

1. A Sathya Sai Centre is a spiritual centre where the universality of different faiths and the practice of human values are emphasised. We must conduct centre activities - especially devotional programmes - so that spiritual seekers from all faiths and all walks of life feel welcome.
2. Service activities performed on behalf of the Organisation should be an individual's choice. It may be encouraged, but it must never be imposed. It may be carried out individually or in groups.
3. In compliance with the principles of the SSIO's Guidelines, publicity, proselytising, and fund raising must be avoided. Service activities must be self-financed. Donations may be accepted, but only in accordance with the regulations and instructions of the SSIO.
4. It is important that communications from the Organisation (e.g., Sri Sathya Sai World Foundation, the Prasanthi Council, Zone Chairs, SSIO Committee Chairs, Central Coordinators and the National Council) be delivered immediately to all members of the Centre.
5. All members of the Centre should be aware of visitors and help them — where to sit, how to find devotional songs in the songbook, the nature of a study circle, etc. — or answer any question they may have. It is very important that newcomers should be welcomed with a smile, an open heart, and gentleness in our speech and actions.



MODULE 4

Sathya Sai Baba's Teachings on Leadership: 'To Be'

We have focused on the to BE part of *Sathya Sai Baba's Mahavakya on Leadership*, which is: **To Be, To Do, To See, To Tell**. Sathya Sai Baba has also stressed that to BE is the most important part of this Mahavakya and that to BE is the beginning and end of leadership. Good character is the very foundation of spiritual life and the foundation of leadership in the SSIO. Sathya Sai Baba instructed us to **first "Be" – be good ourselves; then "do" – act likewise; then "speak" – tell others about what is good**, and only then would we be ideal examples.

So, what are the components of good character? Sathya Sai Baba summarised that love, patience, forbearance, steadfastness and charity are some of the qualities that make up a flawless character.

Dr. Chibber, author of *Sathya Sai Baba's Mahavakya on Leadership*, focused on four essential qualities of outstanding leaders: selflessness, courage, willpower/determination and initiative. Regarding selflessness, Sathya Sai Baba described the journey of spiritual aspirants and leaders as travelling from "I" to "We and Ours," as we travel from "Selfishness and Ego" to "Selflessness."

On **courage**, Sathya Sai Baba instructed us to use our discrimination, to "avoid blind and foolish courage," to "behave in accordance with time, place and circumstance," and "when obstacles come, [to] meet them with courage."

Sathya Sai Baba termed willpower and determination as "the king of all faculties" and "the source of all other faculties." He further described how to develop willpower by eliminating bad thoughts and fostering good thoughts, controlling desires, practising courage and steadiness and listening to wise counsel.

Sathya Sai Baba emphasised that part of the process of developing these virtues is to accept, welcome and pass the many tests and challenges we face in life.

This module recommends the use of a self-improvement diary for sustaining our focus and motivation in self-improvement and spiritual transformation. When using this diary, the secret to success lies in setting simple and SMART goals so they are easily monitored, thus having a better chance of being achieved.

Sathya Sai Baba has recommended many practices to enhance our spiritual transformation:

- Self-Inquiry (“The heart is like a field. It must be tilled with the process of *Vichara* (Self-Inquiry)”)
- Five affirmative prayers for Self-realisation (“I am God, I am not different from God”)
- The *So-Ham* meditation (“I am That”)
- The Light Meditation



MODULE 5

Sathya Sai Baba's Teachings on Leadership: 'To Do'

Module 5 explores key concepts associated with the "Do" aspects of leadership; ***"To Be, To Do, To See, To Tell"***. These include:

- Leadership in the SSIO involves embodying ideals of character and spiritual practice. It is incumbent upon leaders to develop their divine connection with God by focusing on their own spiritual transformation, and practising unity of thought, word and deed, to become better instruments in carrying out His divine will.
- Thought precedes action; therefore we must take time to reflect on all aspects of planning before taking action. Also, we must evaluate our projected actions through listening to our conscience. We should learn from past experiences and listen to the voice of divine guidance, which comes from within.
- Leaders need to understand the spiritual and organisational context of the SSIO. The organisational part is to understand and implement the SSIO guidelines and protocols. The spiritual context is to work on our own spiritual transformation in order to realise and manifest our own divinity.
- Trust is an essential component in all aspects of leadership. Fostering trust by making collaborative decisions at every level encourages active involvement and a shared sense of responsibility. Since leadership can be described as 90 per cent character, leaders are encouraged to focus their energy on self-improvement and leading by example. This module discusses the importance of developing and defining shared goals and plans in a collaborative and harmonious manner. Upon reaching agreement on a plan of action, skills are employed to establish a timeline, monitor progress and assure quality control. While conducting any activity, leaders remember that all work is an opportunity to focus on our own spiritual transformation.
- All decision-making is to be based on fundamental discrimination and the Universal Human Values. By making decisions based on faith, virtue, and God's presence and guidance within, we can grow as leaders in character and self-confidence.

MODULE 6

Meeting the Challenges of the Young Adults

This module explores challenges faced by YAs during various ages and the impact this has on their personal, professional and spiritual development. Certain challenges last throughout the years of YAs and beyond:

- Self-care in terms of health decisions
- Food choices, exercise and handling stress
- Balancing school, career, family and service roles
- Distinguishing helpful relationships from harmful ones
- Working out different viewpoints among peers, in the family and at work
- Meeting challenges in marriage and parenting
- Working out generational differences
- Seeking or being open to receiving guidance from parents and elders

Besides these challenges, YAs in leadership positions in the SSIO have a further responsibility of mentoring other YAs. The eighteen year period, from age 18 to 40, spent as YAs in the SSIO, is dedicated to developing spiritual maturity. There are, however, growing pains to address. These life changes can be viewed as challenges or opportunities; either way, they bring with them issues that are experienced very acutely by YAs, who are society's future parents, teachers and leaders.

Key elements for turning YA challenges into opportunities, and finding solutions that lead to character improvement, spiritual progress and personal transformation, as explained in this module, are:

- Being dedicated to self-improvement in character, confidence and equanimity
- Following Sathya Sai Baba's teachings on health and avoiding the main causes of ill health
- Developing discipline and faith in God
- Seeking the company of the good
- Following Sathya Sai Baba's guidance on marriage and parenting
- Expressing gratitude and respect to our dear parents
- Seeking guidance from elders' wisdom and experience
- Working with elders with love, harmony and unity
- Taking up leadership positions in the SSIO

MODULE 7

Loving and Effective Communication

We should pause before speaking and remember who are we speaking to. When we remember that we are speaking to God or the divinity that resides in each and every person; we will automatically speak with love, reverence, humility, patience, respect and compassion. Doing so will also make it easier to implement all of the following recommendations.

“First understanding, then adjustment.” We must listen carefully to the ones we are speaking to so that we understand their viewpoint. If any adjustment is needed, it can only come after we have first understood their viewpoint by listening well.

“You cannot always oblige, but you can always speak obligingly.” First, we can find out what the other person wants and then help if we can. Otherwise, we can speak in a polite, pleasant and accommodating manner: “I wish I could do _____, and what I can do is _____.”

Respecting the viewpoints of others: We should not be surprised or upset when others look at things from a different viewpoint than our own. After someone has expressed an opinion, consider responding with *“Yes, and ...”* rather than *“Yes, but ...”* before giving our own differing version. Another way to show respect and validate a differing viewpoint, is to say, “From what you have told me, I can see why you think this plan is best, **and** I would like to discuss another plan we can consider before proceeding.”

For conflict resolution where significant disagreement is evident, do not attempt to resolve such an issue via email. Instead, meet in person or call via Skype or phone to resolve different viewpoints.

1. Listen patiently without interrupting: *“First understanding, then adjustment.”*
2. Express empathy: “That sounds very difficult”; “That sounds frustrating”; or “I am sorry to hear that.” This shows that we are listening, that we are feeling what the other person is going through, and that we care.
3. Summarise what you heard – this checks for proper understanding.
4. Validate the other person’s viewpoint, as mentioned above.
5. Remember to use **“and ...”**: “... **and**, I’d like to share my perspective, which is___.”
6. This process is helpful when seeking a mutually agreeable solution.

Email etiquette: We discussed many email tips in this module and will summarise several points. First, we must remind ourselves of the divinity that resides in the person we are emailing; this helps us remember to do the following:

1. Never try to work out differences of opinion via email. Instead, meet in person or call via Skype or the phone to resolve different viewpoints.
2. Never, ever say anything negative about another person in an email.
3. Make sure the subject line matches the content of an email.
4. For email exchanges in small groups, when a new topic emerges, create a new subject line so that it always matches the topic being discussed.
5. Reply to all emails promptly and also express gratitude to the sender for their help.
6. Do not share email contact lists when emailing to a large group – use “BCC.”
7. If you say you are going to attach a document, please remember to do so.
8. Use proper formality, title, and only one email address for SSIO correspondence.
9. Emails should be brief and to the point, and attention to detail matters.

When talking about Sathya Sai Baba:

1. For friends, colleagues and small groups: find out how much they know and would like to know. Then, share His teachings, life and the humanitarian projects He has inspired. We can also speak about how He has inspired us to become a better person by His universal teachings such as *Love All, Serve All and Help Ever, Hurt Never*, or other teachings that have inspired us.
2. For public meetings or communication with the media, always ask, “Am I the right person?” If the answer is no, refer the matter to the public relations representative of the SSIO for the region, country, or zone.

Leading Meetings: This is discussed in great detail in this module. Some aspects are similar to leading meetings at work, school, or other settings, but here we highlight only the unique features of leading meetings in the SSIO:

1. We start and end meetings by invoking divine guidance and expressing gratitude.
2. The focus of meetings is always: working together with love, respect, unity and harmony.
3. We remember that each meeting is another opportunity for self-improvement.

MODULE 8

Team Dynamics

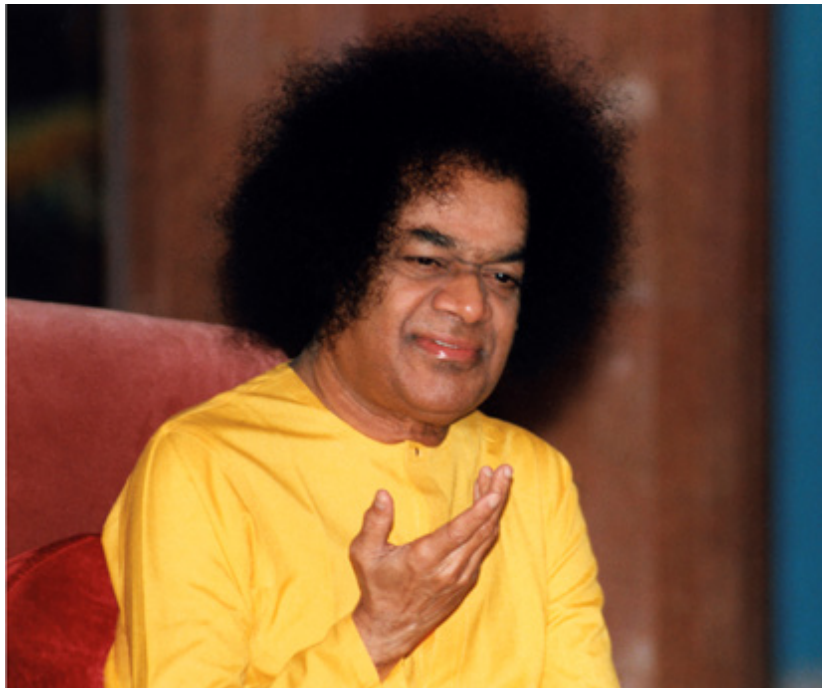
"It is the privilege and duty of the young men and women to promote the welfare, progress and peace of the world. Transform all your actions into sacred duties. Experience the love of the Divine. That is the meaning of Swami's declaration: "My life is my message." Adhere to the ideals set before you by Swami."

(Sathya Sai Speaks 30.14: 16- July-1997)

What an extraordinary privilege to be chosen by Sathya Sai Baba to serve as His messenger of love! Along with such a noble privilege comes great responsibility to follow the path laid out by Him. The salient points of this module are:

1. Ideal leadership is founded on the core principles of love and service.
2. To build an effective team:
 - **Articulate objectives** in a simple and precise manner.
 - **Evaluate each member** based on a triple-A framework (ability, availability and affability).
 - **Norming, Storming, Forming or Performing:** recognise the stage the team members are in and invoke an appropriate style of leadership that befits the prevalent conditions.
3. Managing a team is an ongoing process that requires constant effort and active participation. Four important facets of team management are:
 - **Nurturing the team:** Ensure a loving and trusting environment, communicate goals and objectives clearly, clarify operational rhythms, enable team engagement, ensure team members carry their own weight; tackle problems promptly and focus on solutions.

- **The art of delegation:** Understand and communicate, be specific, provide ongoing support and facilitate or seek ways to improve.
- **The decision-making process:** Establish key criteria, weigh each criterion, identify the final decision, identify the authority figure and ensure transparency.
- **Conflict resolution:** Aim for a win-win outcome; it is more important to be kind than right. Seek ways to prevent conflicts.
- **Motivation:** For Sai groups, the motivation for engaging in group activities and service projects relates to individual spiritual progress and putting into practice Sathya Sai Baba's teachings relating to service, devotion and education. The following strategies may be helpful in promoting high personal engagement and commitment:
 - Be prompt and in regular contact
 - Be clear in your explanations of project/role expectations
 - Keep your promises and plans
 - Enable opportunities for reflection and feedback on group/project progress
 - Express loving recognition and gratitude for members' efforts and accomplishments



MODULE 9

Project Management

This module explains the meaning of a *project* and how it differs from *operations*, and discusses reasons for taking up projects in the SSIO. Salient features and benefits of service are explored, based on inspiration from Sathya Sai Baba. Course attendees are encouraged to understand the difference between project management in a spiritual or voluntary context versus a commercial context.

Course participants delve into the qualities and skills that make a good project manager and gain exposure to various processes and knowledge areas of project management. Also included are tips to handle challenges in project management, such as when things go wrong.

All of us are involved in project management. The challenge lies not only in completing a project within the triple constraints of time, budget, and quality but also as per the spiritual guidelines enunciated by Sathya Sai Baba – right intention, dharmic action and beneficial results.

This module equips course participants to understand how to identify, initiate, plan, monitor and execute a new project; and how to see this task as service. Our task becomes easier when we draw inspiration from the finest project manager, Sathya Sai Baba Himself. Sathya Sai Baba sets a personal example on how to lead others by serving, and this module draws extensively from examples of His own life and advice from His discourses.

A person who offers service in its truest sense has been called a *yogi* by Sathya Sai Baba and has been assured of His grace.

This module dwells on the salient features of service so that the person doing the act of service is able to transform himself or herself into a *yogi*. The one performing service is encouraged to transform *good work* into *worship*. Hence, the module aims to provide leadership candidates with a good foundation in project management from within a core of spiritual principles.



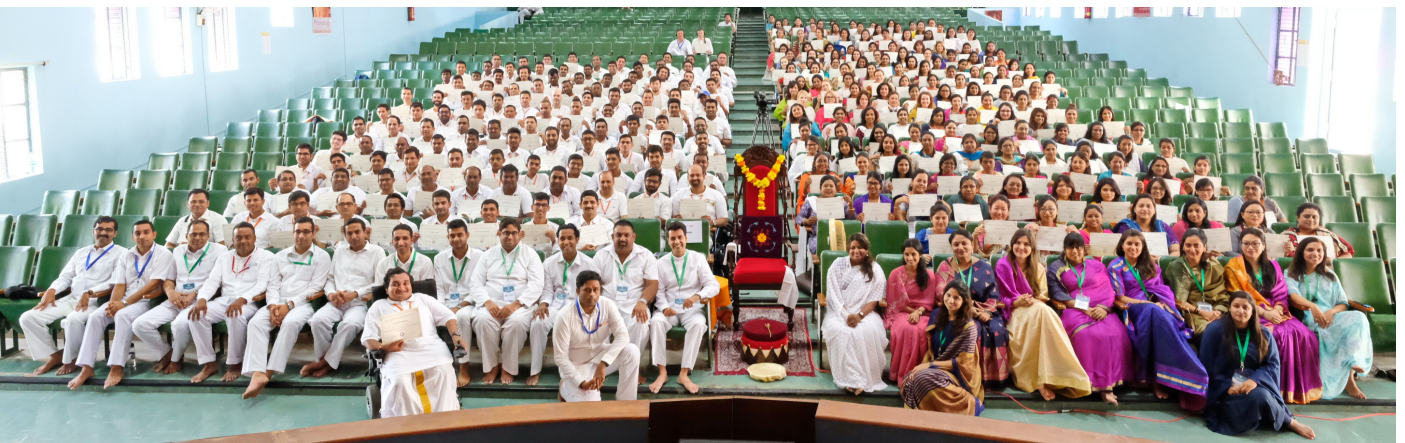
Graduating class of the Sathya Sai International Leadership Programme for Young Adults 2015



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