

Chapter 2 Organization: A Structure For Growth

1. Why a Sai Organization?

The question is sometimes asked: “What is the need of a Sai Baba organization?” Many spiritual and service groups already dot the map of human endeavor. If transpersonal growth is largely a personal matter, why create an organization?

The structure created by Sathya Sai Baba is unique. It is a forum where aspirants learn spiritual values. It is a training ground where members practice service to others. It is a temple of devotion and an instrument for the transformation of society. The primary objective of the Sai organization, however, is to aid seekers in their quest for God by helping them to recognize the divinity in all.

There are thousands of organizations already working with such aims, but what is the special need for an organization bearing my name? You must realize me in all, and serve all in a spirit of worshipful dedication.

Sathya Sai Speaks 6, pp.323-324

Members of the Sai Baba centers are encouraged to awaken to universal divinity. When all people and objects are seen as reflections of God, peace and brotherhood will shine on Earth. Fear and conflict result from the illusion of separateness. That illusion is produced when the divine vision is reflected on an impure heart.

The organization must help people to realize the unity behind all this apparent multiplicity, which is only a superimposition by the human mind on the One that is all this.

Sathya Sai Speaks 10, p.45

To realize divinity in others, we must first uncover the light within ourselves. We must believe that the divine spark which motivates us also resides in others. The Sai organization seeks to purify the individual’s heart and mind.

第二章 组织：为成长而设的一个体系

1. 为何成立赛组织？

这个问题有时被提出：“有必要成立一个赛峇峇组织吗？”许多灵道上和慈善服务的团体已经遍布人类活动的图谱。如果超越个人成长主要是个人的事情，那么为什么要设立一个组织？

沙迪亚赛峇峇建立的体系是独特的。它是让求道者学习灵性价值的一个场所。它是让会员们练习服务他人的一个训练场所。它是虔诚膜拜的一个庙宇，以及改造社会的一个工具。赛组织的主要宗旨是假借帮助求道者认识寓于众生之内的圣灵或神性来促进他们去寻找神。

已经从事这样目的的组织何止成千上万，然而，有什么特别的需要去成立一个以我的名字命名的组织呢？你必须在众人之中体认我并以虔诚献身的精神去服务众人。

《沙迪亚赛说》第6章323-324面

赛中心的会员们受到激励去唤醒共有的灵性。当所有的人与物都被视为神的反映时，和平共处与兄弟情谊就会在人间散放光芒。恐惧与冲突起自分离的幻觉。那幻觉是在神圣影像反映于一个不纯的心而后产生的。

组织必须协助人们在所有这一切鲜明多样性的背后去体认一体性，而这多样性仅是被人类心念覆盖于万物一体之‘一’的一件外衣而已。

《沙迪亚赛说》第10章45面

如要认识在他人之内的神性，首先我们必须打开我们自己之内的灯盖。我们必须相信，激励我们的神圣火花也寓于他人之内。赛组织寻求净化人的心和念。服务，研究和赞唱都有助于达到这结果。与怀持

15 Organization

Service, study, and devotional singing all contribute to accomplishing this result. In the company of like-minded aspirants, the member is encouraged to progress on the path. The organization's objective is the transformation of the individual. If enough individuals are transformed, then perhaps the problems of society will diminish also.

I must say plainly that ninety out of a hundred among you have not clearly visualized the purpose for which I have allowed you to form these organizations... It is to build upon the earth the fatherhood of God and the brotherhood of men on strong foundations. This must be clearly grasped by all of you. You are not engaged in social service through these organizations; you are engaged in your own service. All the items of work are aimed at expanding your heart and purifying it.

Sathya Sai Speaks 6, p.321

2. Rules, Timely Suggestions

The primary qualifications for membership in the Sai organization are sincerity, faith, and virtue. We need not have wealth, position, or formal education, but we must strive sincerely to experience our own truth. We must have faith in God and in our ability to achieve self-realization.

For example, who can be members of these organizations, and what are their qualifications? (1) Of course, they must be eager aspirants for spiritual progress. (2) They must have full faith in the name that the organization bears and in spreading that name in the manner suited to its message and majesty. (3) Besides, the member must have won recognition as a good person. That is all the qualification needed; nothing else counts.

Sathya Sai Speaks 6, p.36

Rules and qualifications are kept to a bare minimum, however the Sathya Sai Organization in America has formulated a number of guidelines for the smooth operation of the centers. These suggested policies have been derived from the long experience of member directors and officers. As such, they should be carefully considered and implemented in the great majority

同样心志的求道者为伍，会员们得到鼓舞而在灵道上前进。组织的目的在于改造个人。若有足够的个人被改造，那么社会问题也就会减少了。

我坦白地说，在你们之中百分之九十的人还没看清楚我允许你们成立这些组织的目的——这是要在世界上树立“神是父”和“人皆兄弟”的稳固基础。你们大家都必须清楚地理解这一点。你不是通过这些组织去从事社会服务工作的；你是为你自己而服务的。所有工作项目旨在扩展你的心并净化之。

《沙迪亚赛说》第6章321面

2. 规则，合乎时宜的建议

在赛组织里，会员的主要资格是诚恳，信心和美德。我们不必有钱，有地位或受高深教育，但我们必须真诚地致力于体验我们自己的真性（或本来面目）。我们必须对神有信心并对自己的能力有信心以便达到明心见性的境界。

例如，什么人能成为这些组织的会员？他们的资格是什么？

(1) 当然，他们必须是热衷的求道者。(2) 他们必须对组织所负的名字深具信心且配合其信息训示和崇高气度来弘扬那名字。(3) 除此之外，会员务必已赢得公认的‘好人’的美誉。那就是所需的资格；其他的无关重要。

《沙迪亚赛说》第6章36面

规则与资格要维持在一个最低的水平，然而，在美国的沙迪亚赛组织为了使中心得以顺利操作，已经制定了一套指导方针。这些策略是由会员中的一群有经验的理事和高级职员所制定的。因此，大部分的例子或事件都应该以这些规则去执行和处理。然而，还是有一种认知，那就是个人特殊情况可能会发生而在此情况下，本地甄选的职员，其

17 Organization

of cases. Still, there is a recognition that individual situations may arise where the spiritual creativity of locally selected officers will find an original solution. Sathya Sai Baba usually does not insist on one solution, preferring to allow for some flexibility in achieving objectives.

Avatars seldom give advice directly. Whatever they wish to communicate, they convey more often by way of indirect suggestions and only rarely by the direct method of instruction. The reason for this is there is divinity inherent in every human being, which he can manifest spontaneously, if favorable conditions are provided, just as a viable seed will germinate and grow into a tree because of its inherent nature, if only suitable facilities are provided for the manifestation of its potentiality. Man should be enabled to correct himself by his own efforts, by merely giving kindly suggestions, rather than by stultifying his freedom and dignity through directives imposed from without.

Indian Culture and Spirituality, pp. 95-96

Our efforts in building the Sathya Sai Organization need to be first directed inward, so that we may understand the goals of spiritual endeavor. Only when our own lives are in order can we help others. Once we express a pure divine vision others will come to share the joy that we have found. As messengers of Sai our aim must be to implement the rules in a spirit of loving cooperation.

Note that there are three classes of messengers: those who do not understand the orders of the master or do not care to understand, and those who operate to the detriment of the work assigned to them; those who do only just as much as the order literally communicates; and those who grasp the purpose and significance of the orders and carry them out unflinchingly until the purpose is achieved.

Sathya Sai Speaks 10, p.89

An effective organization is unable to function without any regulations. Some people chafe at rules and will not participate in an organization which sets certain prescribed limitations. However, rules are the guideposts which point the way and mold members into better people. They are the obligations of membership, which each of us accepts when we enter the Sai fold.

灵性的创造能力或会发现一个崭新的解决方案。沙迪亚赛峇峇通常不会坚持一个解决方法，反而允许某种伸缩性去达到目的。

神化身甚少直接给予忠告。他们想要传达的，他们更常藉由间接的方式去暗示，很少藉由直接指示的方式。其原因是，每一个人之内都有与生俱来的神性，而如果他获得有利的条件，他就能自然地彰显，就像是一颗有存活力的种子一样，基于其天赋的本质，它会发芽并成长为一棵大树，只要得到彰显潜能的方便设施。人应该有能力纠正自己，只要给他好的建议，宁可不要通过强加于他的外在指示去糟蹋他的自由与尊严。

《印度文化与灵修》95--96面

我们营造沙迪亚赛组织所做出的努力，首先必须向内专注，以了解灵性修习的目标。只有在我们自己的生活有条不紊时，我们才能帮助他人。一旦我们表达一种纯净而神圣的形象，他人就会前来分享我们已寻获的喜悦。身为赛的使者，我们的目的必须在亲切合作的精神下履行规则。

注意，使者有三类：第一类是那些不了解导师的诫命者或不介意去了解者，及那些没有把托付给他们的工作做好的人。第二类是那些给多少做多少的人，只做明文规定和指示的。第三类是那些了解指令的目的和意义，毫不退缩的加以执行，直至达到目的的人。

《沙迪亚赛说》第10章89面

一个有效力的组织是不能在没有条规下操作的。有些人不满条规而不愿参加有规定限制的组织。然而，条规是路标，指示正确的方向而把会员塑造成更为完美的人。它们是会员资格的合约，在加入赛组织时即接受。

19 Organization

The restrictions, rules and self-controls are the royal road leading to the goal of self-realization. They are not just to bind you, to limit or control you.

Seva Dal, Feb. 81, p.8

When we accept the benefits of a spiritual path, we must also maintain the integrity and discipline of that path. The rules of the Sai organization emphasize sincerity and practice of Swami's teachings. If we do not adhere to the rules, we harm ourselves and also others. Like a careless driver, the undisciplined member is a hazard to self and those nearby.

Our rules emphasize that members must first practice what they stand for. Whatever you desire others to do, you must first put into daily practice sincerely and with steadfastness.

Sathya Sai Speaks 6, p.35

Before we apply for membership or office in the Sai organization, we must consider well the requirements and obligations. Membership forges a special and direct link to Sathya Sai Baba. It requires sincerity and constant effort. The motive for membership must not be for recognition or exercise of power. Only the highest ideals can justify the bond of membership.

Before you enter the organization or seek any office therein, consider well whether you have the yearning and the capacity; else, if you join and complain against some person or some program, you are only revealing your own smallness or weakness. Make due inquiry, give full consideration, before you join the organization. Having joined, cooperate with others vigorously and carry out all your duties conscientiously.

Sathya Sai Speaks 7, p.329

限制，条规和自制是引领我们达至明心见性的康庄大道。它们不仅仅是用来束缚你，限制你或控制你的。

《服务组》1981年2月第8面

当我们接受灵道上的好处时，我们也必须维系那灵道上的完善和纪律。赛组织的条规强调真心诚意和斯瓦米教导的实行。如果我们不遵守条规，我们不但伤害自己也伤害他人。就像一个粗心大意的司机，不守纪律的会员会危害自己和周遭的人。

我们的条规强调，会员们首先必须实行他们所主张和代表的一切。己所不欲，勿施于人，你要他人做的，首先你必须每日热衷地，踏实地付诸实行。

《沙迪亚赛说》第6章35面

在我们申请加入赛组织而成为会员或职员之前，我们必须对组织的要求和所履行的义务考虑清楚。会籍形成与沙迪亚赛峇峇的一个特别而直接的连接。它要求的是真诚和不懈的努力。会籍的动机必须不是为了荣誉或权力。只有最崇高的理想才可以证实会籍的契约。

在你加入组织或寻求组织的任何职务之前，好好考虑你是否具备服务的热忱和能力；要不然，如果你加入又对某人或某事抱怨，你只在暴露你自己的渺小和脆弱而已。事先查明详情，审慎考虑，然后才加入组织。加入之后，需尽力与他人合作并鞠躬尽瘁，克尽厥职。

《沙迪亚赛说》第7章329面

3. Duties and Responsibilities of Officers

Of paramount importance in the Sai organization is the role of center officers. Those who speak for the organization must lead lives which are an example to others. They are watched closely and their lead is taken more often than they know. It is not appropriate for them to adhere to other teachings and practices that do not conform to the ideals laid down by Sai. Usually it is acceptable for ministers of traditional religions to be officers of a Sai center, however, such representatives must be careful not to mislead those who follow. If they adhere to teachings which are not consistent with Sai's message, they should not serve as officers.

It is also laid down strictly that those who are in our organization should not have any connection with other organizations of spiritual or religious character... Though people can revere and worship whomsoever they like, we should not have in the organization men with dual loyalties. Only those with faith and devotion in this name and form can carry out its objectives with zest and enthusiasm.

Sathya Sai Speaks 7, p.343

Officers must follow closely the guidelines and code of conduct laid down by Sai. If they are unable to do so, they should not hold office. Office signifies service to others, not lordship over them. By their service, officers must demonstrate humility and spur their members onto greater effort.

Office bearers cannot claim any privilege or exemption. They must evince leadership; by their devotion and faith, they must inspire the waverers. That is their function.

Sathya Sai Speaks 7, p.166

Selection of officers is not based on popularity or length of service; the important factor is whether the nominee leads a good life and is able to properly administer the affairs of the center. Faith, humility, devotion, service, and love towards all are the primary requisites. An officer who is attached to power or ego fulfillment is a positive danger to the center.

3. 职员义务与责任

赛组织里的中心职员的任务至关重要。那些代表组织的人必须以身作则，为他人树立好榜样。人们无时不注意他们的言行而他们的榜样也往往在不知不觉间为人们所仿效。他们不宜追随之及实行那些与赛所制定的理想背道而驰的教导。一般上，传统宗教的圣职者之被选为赛中心的职员或干事是可以接受的，然而，这样的代表务必格外谨慎以免误导追随者。如果他们信奉与赛教导不一致的教导，他们就应该鞠躬下台。

也要严格地规定，凡加入我们组织者不应该与其它灵性的或宗教性的组织有任何关联——虽然人们有权崇敬和膜拜他们所喜爱的圣者或神明，但是我们不应该有这样的，双重忠诚的人活跃于组织之中。只有那些对这名和相有坚定的信心和无比的虔诚的人，能热诚地，真心地执行其宗旨。

《沙迪亚赛说》第7章343面

职员们必须严格遵守赛所制定的行为指导原则。若做不到，他们应该辞职。职务象征服务他人，而不是主宰他人。借服务，职员们必须展现谦虚的态度并鼓励会员们做出更大的努力，把人做好，把工作做好。

在职者不能要求任何特权或豁免权。他们必须展示其领导才能；以其虔诚与信心去鼓励那些摇摆不定的人。那就是他们的任务。

《沙迪亚赛说》第7章166面

不要基于职员的声望或服务期的长久去选择他们；重要的因素在于被提名候选人是否生活检点和是否有能力管理好中心事务。信心，谦虚，虔诚，服务以及大爱才是主要的条件。一个执著于实现权力或自我的职员对中心而言不啻是一个不折不扣的危害。

23 Organization

So the very first ideal you must keep in mind when you start and run these organizations is: do not crave for status or authority or position; do not allow any pomp or show; do not compete for publicity or for recognition or for praise.

Sathya Sai Speaks 6, p.32

The method of choosing officers is referred to as “selection.” Officers should be selected by the unanimous decision of the membership after thoughtful discussion. Adjustments to center policy or programs should be acted upon openly and with careful consideration prior to selection of officers. Center should not hinge on the will of the officer in charge at the time. A situation where all members cannot agree on leadership or policy signifies deeper problems. It indicates the exercise of ego and attachment to personal goals.

4. A Call to Action

The opportunity to learn and to serve is a priceless treasure. Work within the Sai center is a chance for devotional practice of a high order. It provides a field for reducing the ego and serving selflessly.

The benefits are incalculable. Membership forges a close bond to Sathya Sai Baba. That relationship provides us with an unparalleled opportunity for spiritual progress. If we dive into that sea, we can obtain the treasure which it holds. It is useless to stand at the shore and proclaim that the sea holds no riches. Only if we work with the highest ideals and dedication can we secure the prize.

Questions for Study Circle:

1. What is the purpose of a Sai Baba organization?
2. Who establishes the rules in the Sai organization?
3. Can we achieve our spiritual goals just as well without being members of the organization?
4. Does the organization have a role in trying to reform society?
5. How are officers selected?

所以，在开始运作这些组织时，你必须铭记在心的第一个理念是：不贪求身份或权力或职位；不允许任何浮华或炫耀；不要为了出名或表扬或赞美而与人竞争。

《沙迪亚赛说》第6章32面

职员是通过“选择”而选出的。职员是由所有会员经过审慎讨论之后，一致选出来的。中心政策或计划的调整应该在选择职员前就毫不隐瞒地加以解决。中心政策不应该由当时负责的职员的意愿来决定。不被所有会员同意的领导权或政策的情境意味着有更深的问题存在；它显示自我和执着于个人目标。

4. 行动的一个号召

获得学习和服务的机会可谓无价之宝。在赛中心里工作是一个难得的机会，让我们献身于一个崇高法则的修习。它提供一个减少自我及无私服务的场所。

其中所得的利益是不可计量的。会籍形成跟沙迪亚赛峇峇的一股亲近的结合力。那关系提供我们一个无以伦比的良机，助我们得到灵性的进展。如果我们潜入那海洋之中，我们就能得到蕴藏于其内的宝藏。站在岸边而宣称海洋无宝是无济于事的。只要我们以最崇高的理想和献身精神去执行我们的任务，我们就能赢得珍贵的奖品。

给学习圈的问题:

1. 赛峇峇组织的宗旨是什么？
2. 赛组织的条规是谁制定的？
3. 不加入会员一样能达到灵性的目标吗？
4. 组织有改造社会的任务吗？
5. 职员们是如何选出的？

25 Organization

6. What are the duties of officers?
7. What are the duties of members?
8. Does the organization have a role in setting standards of behavior for members?
9. How are differences of opinion on administrative matters handled in the center?
10. What are the potential benefits of membership?

References for Further Study

1. Conversations, p. 85.
2. Sathya Sai Speaks 6, pp. 33-41, 158-159.
3. Sathya Sai Speaks 7, pp.164-173.
4. Sathya Sai Speaks 7, p. 171 (Members benefit from holding office in rotation).
5. Sathya Sai Speaks 7, pp. 336-345, 359-372.
6. Sathya Sai Speaks 9, p.12 (The transformation of individuals and society).
7. Sathya Sai Speaks 10, pp.43-47.
8. Sathya Sai Speaks 11, p.37 (The organization must cultivate unity).
9. Spiritual Directives/Advice on Operation of Sai Centers (A compilation by J. Jagadeesan).
10. Summer Showers 1974, p.210 (Leaders must practice what they know).

6. 职员们身负的义务是什么？
7. 会员们的义务是什么？
8. 组织在规定会员行为准则上可有什么任务？
9. 如何处理在中心里有关管理事务的不同意见？
10. 会籍的潜在利益是什么？