What are ‘Conditioning Screens’?
Everyone has a set of perceptual screens through which they view (or hear) others. These screens are built up over time and reinforced by four interconnected factors that keep us from seeing each other as we truly are in the moment.

1. **Repeated Messages** – words, phrases, ideas, images we receive over and over again from the media, from our parents, and in our social milieu. Examples: …

2. **Historical Resonance** – historical traumas, experienced at the individual or group level that still resonate in current situations and color the present with feelings and assumptions carried over from the past. Examples: the lingering effects of …

3. **Current Realities** – real situations in the present experience of people that reinforce Repeated Messages and trigger Historical Reminiscence. Examples:

4. **The Collective Unconscious** – basic assumptions that are buried deeply in the consciousness yet affect one’s actions. Example:

How might Conditioning Screens affect your work as leaders?

How can we, be sensitive to addressing this phenomenon?

If you sense these screens may be distorting a communication or a relationship, try to name the experience you are having and unravel the different threads. Bringing them into consciousness, without blame or shame, can turn the situation into a learning experience.