ROLE POWER DIFFERENCES

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We are all equal as human beings, we all have personal power, and all deserve to be treated with dignity.
Roles that are awarded, earned, elected or assigned come with increased power, influence, and responsibility.

Person with UP-ROLE Power	Person with DOWN-ROLE Power
Is ultimately responsible for the whole or a larger part of the job/project/service.	Is responsible for their part of the job/project/service.
Has increased and enhanced power and influence because of a responsibility to: • hire/fire and promote/demote • assess progress, results, effectiveness, and performance • prescribe or advise • deal with problems and issues • assign tasks, set standards and expectations • punish or reward down-power behavior • enforce rules • make final decisions	• Has decreased power and influence and is vulnerable to being mistreated. • May feel less powerful as a person (not just in their role). • May have difficulty relating with authority • May have unrealistic expectations of the person with up-role power. • May assign the person with up-role power either more or less power than they actually have.
Must consistently demonstrate trustworthiness and earn trust, not assuming that trust goes with the role.	May either naively assume the person with up-role power is trustworthy (because they have role-power) or test for trustworthiness.
Role is recognized for expertise, training, or skill. Receives higher pay and greater deference.	Receives lower pay, pays for a service from the up-role person, or defers to colleagues with up-role power.
Sets and maintains appropriate boundaries.	Obeys boundaries, or challenges boundaries as circumstances dictate.
Has greater influence through words and actions. Praise or criticism has a weighted impact.	Can be easily and strongly influenced by the words and actions of people with up-role power. This influence can affect dignity and self-worth.
May have a strong role-related need to be liked or respected.	Has a role-related need or desire to be liked and respected.
Is less vulnerable to actions by those down-role from them.	Has greater vulnerability to rejection, exploitation, disrespect and manipulation than their up-role colleagues.

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Person with UP-ROLE Power	Person with DOWN-ROLE Power
Is 100% responsible for bringing their personal power to the relationship, but they are also 150% responsible for carrying out their role responsibilities, maintaining ethical boundaries and tending to the health of the relationship.	Is 100% responsible for bringing their personal power to the relationship (based on their capacity and the health of the relationship) and for attending to the responsibilities of their role.
May easily be idealized and/or devalued.	May idealize, devalue, and/or have unrealistic expectations of perfection of people with up-role power
Has a responsibility to proactively give feedback, ask for feedback and practice receiving feedback well.	Risks more by giving challenging feedback, asking for change, or being assertive.
May need to assist client/employee/family member in being more empowered, collaborative, respectful, engaged, inspired, confident, appreciated and/or productive.	• May be disempowered or unnecessarily dis-empower him/herself and become disrespectful, angry, unmotivated, passive, and/or unproductive • May need to assist persons in up-power roles to use their power more wisely or skillfully.
May imagine or feel all-powerful.	May imagine or feel no power or disempowered.
May be influenced or driven by shadow aspects and perils of power and by faulty justifications for unethical behavior.	Is at risk of misuses and abuses of power and may not know what kinds of behavior are unethical.
May have difficulty understanding the difference and switching between interpersonally focused interactions and task-focused ones but is still 150% responsible for maintaining these two aspects.	May have difficulty understanding the difference and switching between interpersonally focused interactions and task-focused ones.
May escalate conflict when receiving feedback when there is mis-alingment of intention and impact and/or an over-identification with perfection in their role.	Is more likely to escalate conflict when they don't feel heard or responded to, or fearfully withdraw and internalize.