

ROLE DIFFERENCES AND ACCOMPANYING RESPONSIBILITIES

(All are equal as human beings, have personal power, and deserve to be treated with dignity.

Assigned roles come with increased power, influence, and responsibility.)

Person in UP-POWER role	Person in DOWN-POWER role
Is ultimately responsible for the whole or a larger part of the job/project/service.	Is responsible for his/her part of the job/project/service.
<p>Has increased and enhanced power and influence because of responsibility to</p> <ul style="list-style-type: none"> • hire/fire and promote/demote; • assess: progress, results, effectiveness, and/or 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; 	<ul style="list-style-type: none"> • Has decreased power and influence and is vulnerable to being mistreated. • May feel less powerful as a person (not just in his/her role). • May have authority issues. • May have unrealistic expectations of the up-power person. • May assign up-power person either more or less power than s/he actually has.
Receives higher pay and greater deference	Receives lower pay, pays for service, or defers to those in up-power roles.
Sets and maintains appropriate boundaries	Obeys boundaries, or challenges boundaries as circumstances dictate.
Has greater influence through his/her words and actions.	<ul style="list-style-type: none"> • Can be easily and strongly influenced by the words and actions of up-power persons. This influence can affect his/her dignity and self-esteem
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-power from him/her.	<ul style="list-style-type: none"> • Has greater vulnerability to rejection, exploitation, disrespect and manipulation than his/her up-power colleagues. • Risks more by giving challenging feedback, asking for change, or being assertive.
Is 150% responsible for good working relationships and conditions. <i>Note: The 150% principle describes the extra relationship responsibility of up-power people.</i>	Is 100% responsible for good working relationships and conditions and for resolving problems and conflicts.
May easily be idealized and/or devalued.	<ul style="list-style-type: none"> • May idealize, devalue and/or have unrealistic expectations of perfection of the persons or group in the up-power role. • Is more likely to escalate conflict when he/she doesn't feel heard or responded to, or to fearfully withdraw and internalize.
May need to assist client/employee/family member in being more empowered, collaborative, respectful, engaged, inspired, confident, appreciated and/or productive.	<ul style="list-style-type: none"> • May be disempowered or unnecessarily dis-empower him/herself and become lazy, disrespectful, angry, unmotivated, passive, and unproductive; • May need to assist persons in up-power roles to use their power more wisely or skillfully.
May have difficulty understanding the difference and switching between interpersonally-focused interactions and task-focused ones, but it still responsible for teaching and maintaining these two aspects.	May have difficulty understanding the difference and switching between interpersonally-focused interactions and task-focused ones.