

In some instances, the break-even point for resources invested in a knowledge worker may come several years after training. If a corporation invests years of knowledge worker time in training, and the person leaves the corporation voluntarily or is downsized within a few months, the corporation may not be able to recoup its investment. For this reason, corporations typically attempt to limit an early exodus of trained employees by imposing a payback penalty on outside courses taken and paid for by the corporation. However, penalties for leaving a company after in-house training are rarely imposed.

Another possibility is that there may never be a break-even point because of changes in the value of the training or because the cost of training is out of proportion to the potential benefit, as in Exhibit 7.5. Sending a manager or knowledge worker to a management course at Harvard or Stanford instead of to a local community college may increase the value of the person sent for training, but the expense may

