Fazoli’s has taken a different, but beneficial, approach to improving communication between employees with a language barrier. It has implemented programs that focus on retaining Hispanic employees by providing schedule arrangements, transportation, and even tuition for them to take ESL classes. English-speaking employees are encouraged to learn the culture and language of Hispanics. In 2000, a Spanish Immersion program was instituted, and since then forty managers have completed it. The managers now have a better understanding of what their Hispanic employees are experiencing and are much more supportive and patient. The results have shown “greater loyalty and productivity from Hispanic employees” (3). The most important benefit is that “bridging the communication gap has also helped Fazoli’s meet business goals” (3). The article’s focus on addressing the language barrier from both sides agrees with the ideas discussed in “Developing English for Global Competence in International Business Education.” As suggested in “The Pragmatics of Making Requests in the L2 Workplace,” both culture and language play a key role in how employees will react with each other. Fazoli’s is realizing the benefits of training employees to overcome the culture and language barriers. This is similar to findings discussed in “Developing Cross-Cultural Communication Skills” which stated prospective student professionals would be more successful if they become “linguistically more competent and more cross-culturally sensitive” (Gilleard 187).