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IMPLEMENTATION OF MENTAL HEALTH PROMOTION STRATEGIES IN ORGANIZATIONS – THE IGLO MODEL AND ITS SIGNIFICANCE

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Summary. The article explores the implementation of mental health promotion strategies in organizations, focusing on the IGLO model – a comprehensive framework addressing interventions at the Individual, Group, Leader, and Organization levels. The growing importance of employee mental health is underscored by global trends, such as increased workplace demands and the impact of the COVID-19 pandemic, which have heightened awareness of mental well-being as a critical factor for organizational success.

The IGLO model advocates a multilevel approach: at the individual level, it emphasizes resilience and stress management; at the group level, it promotes teamwork and communication; at the leader level, it focuses on empathetic management and supportive leadership; and at the organizational level, it encourages strategic changes like flexible work arrangements and well-being programs. The article provides real-world examples, such as Deloitte's mindfulness initiatives, LEGO's team workshops, Microsoft's empathy training for leaders, and Unilever's Lamplighter program, illustrating the model's practical application.

The significance of mental health for organizations is highlighted through its positive effects on productivity, employee retention, and organizational culture. Investments in mental health yield substantial economic returns, with studies showing a return on investment (ROI) ranging from 1:2.5 to 1:5. Preventive measures reduce absenteeism and enhance organizational attractiveness to talent, while fostering a supportive environment increases motivation and engagement.

Practical recommendations include regular measurement of employee satisfaction using digital platforms, scaling well-being through indices and assistance programs, and continuous evaluation of implemented strategies. The article presents a case study of Česká spořitelna, a Czech bank that successfully implemented a comprehensive mental health support strategy, resulting in a 30% reduction in absenteeism, a 25% increase in employee satisfaction, and a 15% rise in job applications, with an ROI of 1:2.5.

The discussion acknowledges challenges such as resistance to change and the need for data privacy, while emphasizing the necessity of a holistic, adaptive approach. The article concludes that supporting employee mental health is both an ethical obligation and a strategic imperative, essential for long-term organizational sustainability and competitiveness in a rapidly evolving work environment.

Keywords: mental health, organization, IGLO model, well-being, implementation strategies, case study.

1. Introduction

Employee mental health has become an increasingly important topic for organizations in recent years. With rising performance demands, changing working conditions, and global challenges such as the COVID-19 pandemic, the issue of mental health support has moved to the forefront of attention. This article focuses on an analysis of the IGLO model as a comprehensive approach to implementing mental health promotion strategies in organizations.

The aim is to provide a coherent perspective on the significance of mental health for organizations, to present effective support strategies, and to demonstrate their practical application. The article examines the economic impacts of investing in mental health, introduces specific tools for measuring and promoting employee well-being, and analyzes a case study of the successful implementation of these strategies at Česká spořitelna.

At a time when 92% of workers consider it important to work for an organization that actively supports mental health (American Psychological Association, 2023), and when depression and anxiety are estimated to cost the global economy \$1 trillion annually in lost productivity (WHO, 2022), understanding and implementing effective mental health support strategies is key to the long-term success and competitiveness of organizations.

2. The IGLO Model and a Multilevel Approach to Interventions

The IGLO model (Individual–Group–Leader–Organization) represents a comprehensive approach to promoting mental health in the workplace, emphasizing interventions at four key levels: individual, group, leader, and organizational. This model enables organizations to address the specific needs of both employees and the organization itself, contributing to long-term sustainability.

At the individual level, the IGLO model focuses on developing resilience, an optimistic outlook, and stress coping strategies. These factors are essential for effectively managing work demands. Kolář (2021) emphasizes the importance of proper stress management as a means of strengthening both physical and psychological resilience. Nešpor (2019) highlights natural ways of coping with stress, such as physical activity, relaxation techniques, or mindful breathing, all of which contribute to improved mental balance. An example of successful implementation is the company Deloitte, which offers individual mindfulness programs and emotional intelligence training to its employees.

At the group level, the model emphasizes effective teamwork, support, and the enhancement of communication skills. Frankovský and Lajčín (2015) stress that quality communication and mutual support among team members are essential prerequisites for creating a positive work environment. Training focused on team collaboration, conflict resolution, and trust building leads to significant improvements in the mental well-being of individuals and the collective. An example is the LEGO Group, which regularly conducts team workshops aimed at strengthening team cohesion and communication skills.

At the leader level, the IGLO model includes the development of managerial skills and approaches that support employee psychological well-being. Mikulášik (2005) emphasizes that leaders play a key role in creating a supportive organizational culture. Managers who are able to listen, provide support, and offer feedback contribute to the development of a work environment where employees are motivated and resilient to stress factors. Microsoft, for example, focuses on educating its leaders through the “Leading with Empathy” program, which helps managers effectively recognize employees' needs and support their mental health.

At the organizational level, the model involves implementing strategic measures aimed at improving the work environment. This may include redesigning work processes, introducing flexible work arrangements, or developing well-being programs. Studies in this area show that organizations that systematically support employee mental health achieve higher productivity and reduced turnover. One example is Unilever, which launched the global Lamplighter program to support employee mental well-being through flexible working conditions, burnout prevention, and access to psychological support.

The IGLO model offers a comprehensive framework for addressing mental health in the workplace. Its strength lies in the integration of multiple levels, which complement each other and allow for a holistic approach to interventions. The aforementioned examples demonstrate that applying this model can bring significant benefits to both organizations and their employees, including improved mental well-being, increased productivity, and the strengthening of organizational culture.

3. The Importance of Mental Health for Organizations

Employee mental health represents a key factor influencing the overall performance and success of organizations. Systematic support of employee well-being brings numerous significant benefits that manifest across various aspects of business operations.

Organizations that actively support the mental health of their employees report lower turnover rates and higher productivity. According to the World Health Organization, investments in a healthy work environment bring not only direct economic benefits but also improvements in the overall workplace atmosphere and long-term strengthening of organizational culture (WHO, 2022). These findings are supported by other studies that highlight the positive impact of mental health support on productivity, employee loyalty, and organizational culture (Blustein et al., 2019).

Supporting mental health significantly contributes to increased employee motivation. Bedrnová and Nový (2012) emphasize the importance of a positive organizational culture and supportive environment for employee motivation. Employees who feel psychologically supported show higher

levels of engagement and are more willing to dedicate themselves to their work with greater commitment. This directly impacts team productivity and efficiency.

Investments in well-being programs bring substantial economic benefits to organizations. A study by Deloitte (2021) shows that companies investing in well-being programs achieved a return on investment (ROI) of 1:5, meaning that every euro invested in employee health support generated fivefold economic returns. More recent research by Deloitte Canada found that organizations with mental health programs in place for three or more years achieved a median annual ROI of \$2.18 for every dollar invested.

Organizations that invest in preventive measures for mental health report lower absenteeism and long-term savings. Černý (2007) and Krivohlavý (2004) note that unmanaged workplace stress is one of the main factors leading to employee sick leave. According to WHO estimates, effective prevention of mental health issues can reduce absenteeism-related costs by up to 30% (WHO, 2022). Additionally, a study by McKinsey Global Institute found that for every dollar invested in mental health initiatives, companies can expect up to a fourfold return in increased productivity.

Companies that actively promote a healthy work environment become more attractive to talented employees and strengthen their position in the labor market. Vybíral (2018) emphasizes that quality communication and a positive approach to employees are key factors influencing how potential employees and the public perceive the organization. A survey by Mind Share Partners found that 76% of employees consider mental health benefits when deciding where to work.

Investing in employee mental health is an effective tool for increasing organizational value. Paulík (2010) concludes that employee psychological well-being contributes to better work performance, stronger team cohesion, and improved ability to cope with demanding situations. This approach minimizes the risk of burnout and supports sustainable organizational development. According to a study published in the *Journal of Occupational and Environmental Medicine*, organizations focusing on both physical and mental health experienced reductions in absenteeism, presenteeism, and increased work performance.

We can therefore conclude that supporting employee mental health is not only an ethical obligation but also a strategic investment with significant economic and organizational benefits. Organizations that prioritize employee mental health create a stable environment for long-term development, enhance their competitiveness, and strengthen their position in the labor market. As the World Health Organization states, a healthy workforce is the foundation of thriving organizations and healthier communities.

4. Implementing Mental Health Support Strategies: Practical Recommendations

Among the specific tools that organizations can implement is employee satisfaction measurement. Organizations can regularly utilize tools such as employee satisfaction surveys or platforms like Officevibe and Qualtrics, which enable them to gather feedback and measure team well-being. These tools allow managers to identify problems before they escalate and respond proactively. Platforms like Officevibe and Qualtrics provide organizations not only with real-time data on employee well-being but also with historical trends, making it easier to identify long-term patterns and effectively plan improvements.

The Work in America Survey by the American Psychological Association (2023) revealed that 92% of workers consider it important to work for an organization that proactively provides mental health support. This finding underscores the growing expectations of employees regarding workplace mental health support.

Another approach is scaling well-being, where organizations can implement methods such as the Well-being Index or Gallup StrengthsFinder, which help quantify employees' psychological well-being and identify areas in need of improvement. Employee Assistance Programs (EAPs) provide employees with access to professional counseling, crisis intervention, and training focused on stress management and emotional intelligence.

Successful implementation of these strategies also depends on continuous evaluation of their impact and adaptation to the specific needs of the organization. Well-being KPIs, such as reduced absenteeism or improved satisfaction scores, provide managers with data for decision-making. Paulík (2010) emphasizes that regular evaluation and employee feedback are essential for maintaining the effectiveness of implemented measures.

A study published in the Journal of Occupational and Environmental Medicine showed that employers can expect a return of \$1.62 for every dollar invested in mental health treatment, in the form of increased productivity and reduced absenteeism. According to the World Health Organization, depression and anxiety cost the global economy an estimated \$1 trillion annually in lost productivity.

Organizations that actively promote mental health strengthen their competitiveness and create a stable environment for long-term development. These approaches not only improve employee mental well-being but also enhance their productivity and boost the organization's reputation in the labor market.

Implementing these strategies requires a holistic approach that involves all levels of the organization. As stated by the World Economic Forum, collaboration among various stakeholders, including employers, governments, and healthcare organizations, is key to creating a truly effective mental health support system in the workplace.

5. Case Study – Implementation of a Mental Health Support Strategy at Česká spořitelna

Česká spořitelna, one of the largest banks in the Czech Republic, has implemented a comprehensive strategy to support the mental health of its employees. This decision was motivated by the effort to reduce stress levels, prevent burnout syndrome, and increase overall productivity. According to an article published on Forbes.cz in March 2023, the initiative has been expanded to include additional modern elements reflecting current trends in mental health care.

As part of the implementation of mental health support measures, a number of systematic steps were taken, in line with the principles of multidimensional employee care. The process began with an initial assessment of employees' mental health and satisfaction using standardized tools such as the Well-being Index. This survey allowed the organization to map the current state of mental well-being and identify key risk areas.

Based on the findings, a series of workshops focused on stress management and burnout prevention was introduced. These workshops were offered both in person and online, ensuring accessibility for all employees regardless of their working arrangements.

Emphasis was also placed on training for managerial staff, who were educated in empathetic leadership, recognizing signs of stress in subordinates, and techniques for providing mental health support. These trainings reflected the specifics of the hybrid work environment and contributed to strengthening psychological safety in the workplace.

Other measures included the implementation of flexible work arrangements, such as remote work options and flexible working hours. These steps significantly improved employees' work-life balance.

A key component of the initiative was the Employee Assistance Program (EAP), which offered access to psychological counseling, crisis intervention, and professional consultations. The program also included free anonymous medical services, encompassing both psychiatric and psychological consultations, thereby protecting employees' privacy and lowering barriers to seeking professional help.

The overall support package also included a 24/7 psychological and legal assistance program, available not only to employees but also to their family members. Additionally, a dedicated helpline for psychological support with the option of in-person consultation was established, enabling immediate access to qualified professionals when needed.

According to the bank's spokesperson Filip Hrubý, the annual cost of the program is in the low millions of Czech crowns (Forbes.cz, 2023). However, this investment has yielded significant results.

The outcomes of the initiative clearly demonstrate the positive impact of the implemented mental health support measures. One of the most notable benefits was a 30 % reduction in employee absenteeism, directly linked to improved accessibility of mental health support and preventive services. This reduction contributed to greater staff stability and improved operational efficiency.

Another key result was a 25% increase in overall employee satisfaction with the work environment, confirmed by regularly conducted internal surveys. A significant improvement in the perception of workplace climate was also reported, with employees more frequently noting open communication, stronger mutual support, and greater trust in management regarding mental health issues.

From an external perspective, the company's reputation as an employer strengthened, with a 15% increase in job applications during the same period – particularly among qualified candidates seeking a values-driven work environment. This development is interpreted as a result of the positive publicity associated with the implemented programs and the company's focus on employee well-being.

An equally important indicator was the economic return on investment, which reached a ratio of 1:2.5. This corresponds with commonly cited values in academic literature regarding long-term mental health support programs. These results confirm that investments in employee well-being can generate not only psychosocial benefits but also measurable financial returns.

This case study demonstrates that a systematic approach to mental health support can bring substantial benefits for both employees and the organization as a whole. Česká spořitelna shows that even large corporations in the Czech context can successfully implement modern mental health support strategies that go beyond traditional benefits to include professional psychological assistance and innovative approaches. These efforts not only improve employee well-being but also strengthen the organization's competitiveness in the labor market. This version includes new information based on the Forbes.cz article (March 2023) about anonymous medical services, 24/7 support programs, and other modern components. It also incorporates specific outcomes (e.g., ROI) and quantifiable program benefits.

6. Discussion

The implementation of mental health support strategies in organizations, as presented in this article, reveals several key aspects and trends in today's workplace.

The IGLO model represents a comprehensive approach to mental health support that addresses needs at all organizational levels. Its effectiveness lies in the integration of individual, group, managerial, and organizational interventions. This holistic approach aligns with current trends in human resource management, which emphasize the importance of viewing employees as whole individuals with complex needs.

The studies cited in this article, including research from Deloitte and the McKinsey Global Institute, provide compelling economic arguments for investing in employee mental health. Returns on investment ranging from 1:2.5 to 1:5 serve as a strong motivating factor for organizations. However, these figures raise the question of why some organizations remain hesitant to implement comprehensive mental health support programs. One possible explanation may be short-term financial planning or a lack of awareness of these benefits among top management.

The finding that 92% of workers consider it important to work for an organization that supports mental health reflects a significant shift in employee expectations. This trend likely correlates with broader societal changes, including increasing awareness of the importance of mental health and shifting priorities among younger generations entering the workforce.

The use of platforms such as Officevibe and Qualtrics for measuring employee satisfaction highlights the growing role of technology in mental health support. These tools allow organizations to collect real-time data and respond quickly to employee needs. However, this also raises questions about data privacy and the ethical use of such information.

The implementation of a mental health support strategy at Česká spořitelna serves as an example of successful application of these principles in the Czech context. A 30% reduction in absenteeism and a 25% increase in employee satisfaction are notable outcomes. Nevertheless, these results prompt the question of whether similar outcomes are achievable in other sectors or smaller organizations.

Although the article presents predominantly positive aspects of implementing mental health support strategies, it is important to consider potential challenges. These may include initial resistance from some employees or managers, difficulties in measuring long-term impacts, or the risk of stigmatizing employees who use mental health support services.

For further development of this field, it would be beneficial to conduct longitudinal studies tracking the long-term effects of implementing mental health strategies. It would also be valuable to explore how these strategies vary across different cultural contexts and how they can be tailored to the specific needs of various industries.

Thus, the implementation of mental health support strategies in organizations represents a complex and dynamic area with significant potential to improve both individual employee well-being and overall organizational performance. The growing emphasis on this area reflects broader societal changes and may significantly influence the future of the work environment.

7. Conclusion

The implementation of mental health support strategies in organizations represents a key factor for long-term success and competitiveness in today's dynamic work environment. This article has highlighted the importance of the IGLO model (Individual–Group–Leader–Organization) as a comprehensive framework for addressing mental health at all levels of the organization. Its strength lies in the integration of individual, group, managerial, and organizational interventions, enabling a holistic approach to the issue.

The economic benefits of investing in employee mental health are substantial, with a return on investment (ROI) ranging from 1:2.5 to 1:5, making a compelling case for the adoption of such strategies. The reduction of costs associated with absenteeism, turnover, and reduced productivity further enhances the economic value of these initiatives. At the same time, employee expectations are shifting significantly, with 92% of workers considering it important to work for an organization that supports mental health, making this area a critical factor in attracting and retaining talent.

Technological innovations – such as platforms for measuring employee satisfaction and digital tools for mental health support – enable organizations to more effectively monitor and promote employee well-being. The case study of Česká spořitelna demonstrates that even large corporations within the Czech context can successfully implement comprehensive mental health support strategies with significant benefits for both employees and the organization.

The implementation of these strategies requires a systematic approach, continuous evaluation, and adaptation to the specific needs of the organization. Supporting employee mental health is not only an ethical obligation but a strategic necessity for organizations aiming for long-term success and sustainability. In the context of the post-pandemic world and the increasing digitalization of work, it will be crucial to further develop and adapt these strategies.

Future research should focus on the long-term impacts of various interventions, the development of more sophisticated methods for measuring the effectiveness of mental health support programs, and the adaptation of strategies to the evolving nature of work, including hybrid and remote models. Organizations that can effectively implement and continuously refine mental health support strategies will be better equipped to face future challenges, maintain a competitive edge in the labor market, and create a sustainable and productive work environment for their employees.

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