

# MICHAEL KARDAS

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## EDUCATION & EMPLOYMENT

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Assistant Professor of Management, Oklahoma State University	2023–Present
Postdoctoral Fellow in Management and Marketing, Northwestern University	2020–2023
Ph.D. in Behavioral Science, University of Chicago	2015–2020
B.A. in Psychology and Applied Mathematics, Brown University	2010–2014

## PUBLICATIONS & MANUSCRIPTS

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### Journal Articles & Book Chapters

- Wald, K., Kardas, M., & Epley, N. (in press). Misplaced divides?: Discussing political disagreement with strangers can be unexpectedly positive. *Psychological Science*.
- Kardas, M., Kumar, A., & Epley, N. (in press). Let it go: How exaggerating the reputational costs of revealing negative information encourages secrecy in relationships. *Journal of Personality and Social Psychology*. [[Pre-Print](#)]
- Kardas, M., Schroeder, J., & O'Brien, E. (2022). Keep talking: (Mis)understanding the hedonic trajectory of conversation. *Journal of Personality and Social Psychology*, 123(4), 717–740. <https://doi.org/10.1037/pspi0000379> [[PDF](#)]
- Epley, N., Kardas, M., Zhao, X., Atir, S., & Schroeder, J. (2022). Undersociality: Miscalibrated social cognition can inhibit social connection. *Trends in Cognitive Sciences*, 26(5), 406–418. <https://doi.org/10.1016/j.tics.2022.02.007> [[PDF](#)]
- Kardas, M., Kumar, A., & Epley, N. (2022). Overly shallow?: Miscalibrated expectations create a barrier to deeper conversation. *Journal of Personality and Social Psychology*, 122(3), 367–398. <https://doi.org/10.1037/pspa0000281> [[PDF](#)]
- Epley, N., & Kardas, M. (2021). Understanding the minds of others: Activation, application, and accuracy of mind perception. In P. A. M. Van Lange, E. T. Higgins, & A. W. Kruglanski (Eds.), *Social psychology: Handbook of basic principles* (pp. 163–180). The Guilford Press. [[PDF](#)]
- Kardas, M., Shaw, A., & Caruso, E. M. (2018). How to give away your cake and eat it too: Relinquishing control prompts reciprocal generosity. *Journal of Personality and Social Psychology*, 115(6), 1054–1074. <https://doi.org/10.1037/pspi0000144> [[PDF](#)]
- Kardas, M., & O'Brien, E. (2018). Easier seen than done: Merely watching others perform can foster an illusion of skill acquisition. *Psychological Science*, 29(4), 521–536. <https://doi.org/10.1177%2F0956797617740646> [[PDF](#)]
- Schroeder, J., Kardas, M., & Epley, N. (2017). The humanizing voice: Speech reveals a more thoughtful mind in the midst of disagreement. *Psychological Science*, 28(12), 1745–1762. <https://doi.org/10.1177%2F0956797617713798> [[PDF](#)]

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O'Brien, E., & Kardas, M. (2016). The implicit meaning of (my) change. *Journal of Personality and Social Psychology*, 111(6), 882–894.  
<https://psycnet.apa.org/doi/10.1037/pspi0000073> [PDF]

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## TALKS & PRESENTATIONS

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### Talks

Kardas, M. (presenter), Nordgren, L., & Rucker, D. (2024). Unnecessarily divided: Civil conversations are surprisingly likely to reduce attitude polarization. Talk presented at the *Society for Personality and Social Psychology Conference*, San Diego, CA.

Kardas, M. (presenter), Nordgren, L., & Rucker, D. (2023). How civil conversations dissolve disagreements and are surprisingly likely to reduce attitude polarization. Talk presented at the *Society for Judgment and Decision Making Conference*, San Francisco, CA.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2023). Overly shallow?: Miscalibrated expectations create a barrier to deeper conversation. Talk presented at the *Association for Psychological Science Annual Convention*, Washington, DC.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2022). How misunderstanding conversation keeps people from connecting more deeply with others. Talk presented at the Oklahoma State University Spears School of Business, Stillwater, OK.

Kardas, M. (presenter), Epley, N. (2022). People are insensitive to social forces that promote connection in conversation. Talk presented at the *Academy of Management Annual Meeting*, Seattle, WA.

Kardas, M. (presenter), Epley, N. (2022). People are insensitive to social forces that promote connection in conversation. Talk presented at the *International Association for Conflict Management Annual Conference*, Ottawa, Canada.

Kardas, M. (presenter), Schroeder, J., & O'Brien, E. (2022). Keep talking: (Mis)understanding the hedonic trajectory of conversation. Talk presented at the *Association for Psychological Science Annual Convention*, Chicago, IL.

Kardas, M. (presenter), Schroeder, J., & O'Brien, E. (2022). Keep talking: (Mis)understanding the hedonic trajectory of conversation. Talk presented at the *Midwestern Psychological Association Conference*, Chicago, IL.

Kardas, M. (presenter), Schroeder, J., & O'Brien, E. (2021). Keep talking: (Mis)understanding the hedonic trajectory of conversation. Talk presented at the *Society of Experimental Social Psychology Conference*, Santa Barbara, CA.

Kardas, M. (presenter), Schroeder, J., & O'Brien, E. (2021). Keep talking: (Mis)understanding the hedonic trajectory of conversation. Talk presented at the *ISMS Marketing Science Conference*, Virtual Convention.

Kardas, M. (presenter), Epley, N. (2021). People overlook social forces that lead to common ground in dialogue. Talk presented at the *Association for Psychological Science Annual Convention*, Virtual Convention.

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Kardas, M. (presenter), Epley, N. (2021). People overlook social forces that lead to common ground in dialogue. Talk presented at the *Midwestern Psychological Association Conference*, Virtual Convention.

Kardas, M. (presenter), Schroeder, J., & O'Brien, E. (2020). Keep talking: (Mis)understanding the hedonic trajectory of conversation. Talk presented at the *Society for Judgment and Decision Making Conference*, Virtual Convention.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2020). Psychological barriers to opening up: Underestimating others' care and forgiveness. Talk presented at the University of California San Diego Rady School of Management, San Diego, CA.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2019). Digging deeper: Why meaningful conversations are surprisingly pleasant. Talk presented at the *Kellogg-Booth Student Symposium*, Chicago, IL.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2019). Digging deeper: Why meaningful conversations are surprisingly pleasant. Talk presented at the *Midwestern Psychological Association Conference*, Chicago, IL.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2019). Digging deeper: Meaningful conversations are surprisingly pleasant. Talk presented at the *Society for Personality and Social Psychology Conference*, Portland, OR.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2018). Digging deeper: Meaningful conversations are surprisingly pleasant. Talk presented at the *Society for Judgment and Decision Making Conference*, New Orleans, LA.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2018). Exaggerating the reputational costs of revealing secrets. Talk presented at the *Academy of Management Annual Meeting*, Chicago, IL.

Kardas, M. (presenter), & O'Brien, E. (2018). Easier seen than done: An illusion of skill acquisition. Talk presented at the *Behavioral Decision Research in Management Conference*, Boston, MA.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2018). Exaggerating the reputational costs of revealing secrets. Talk presented at the *Booth School of Business, Behavioral Science Internal Brownbag Series*, Chicago, IL.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2018). Exaggerating the reputational costs of revealing secrets. Talk presented at the *Kellogg-Booth Student Symposium*, Chicago, IL.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2018). Exaggerating the reputational costs of revealing secrets. Talk presented at the *Midwestern Psychological Association Conference*, Chicago, IL.

Kardas, M. (presenter), & O'Brien, E. (2018). Easier seen than done: Merely watching others perform can foster an illusion of skill acquisition. Talk presented at the *Booth School of Business, Behavioral Science Workshop Series*, Chicago, IL.

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Kardas, M. (presenter), Kumar, A., & Epley, N. (2017). Exaggerating the reputational costs of revealing secrets. Talk presented at the *Booth School of Business, Behavioral Science Internal Brownbag Series*, Chicago, IL.

Kardas, M. (presenter), & O'Brien, E. (2017). Empathy Gaps in Learning: Repeatedly Watching Others Perform Leads to an Illusion of Skill Acquisition. Talk presented at the *Association for Psychological Science Annual Convention*, Boston, MA.

Kardas, M. (presenter), & O'Brien, E. (2017). Repeatedly watching others leads to an illusion of skill acquisition. Talk presented at the *Kellogg-Booth Student Symposium*, Chicago, IL.

Kardas, M. (presenter), & O'Brien, E. (2017). Repeatedly watching others leads to an illusion of skill acquisition. Talk presented at the *Midwestern Psychological Association Conference*, Chicago, IL.

Kardas, M. (presenter), & O'Brien, E. (2016). Easier seen than done: Repeatedly watching others perform leads to an illusion of skill acquisition. Talk presented at the *Society for Judgment and Decision Making Conference*, Boston, MA.

## Posters

Kardas, M. (presenter), & Epley, N. (2021). People are insensitive to social forces that promote common ground in dialogue. Poster presented at the *Society for Personality and Social Psychology Conference*, Virtual Convention.

Kardas, M. (presenter), Schroeder, J., & O'Brien, E. (2020). Keep talking: (Mis)understanding the hedonic trajectory of conversation. Poster presented at the *Judgment and Decision Making Pre-Conference* at the *Society for Personality and Social Psychology Conference*, New Orleans, LA.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2018). Digging deeper: Meaningful conversations are surprisingly pleasant. Poster presented at the *Society for Judgment and Decision Making Conference*, New Orleans, LA.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2018). Exaggerating the reputational costs of revealing secrets. Poster presented at the *Society for Personality and Social Psychology Conference*, Atlanta, GA.

Kardas, M. (presenter), Kumar, A., & Epley, N. (2017). Exaggerating the reputational costs of revealing secrets. Poster presented at the *Society for Judgment and Decision Making Conference*, Vancouver, Canada.

Kardas, M. (presenter), & O'Brien, E. (2017). Easier seen than done: People overestimate learning after repeatedly watching others perform. Poster presented at the *Association for Psychological Science Annual Convention*, Boston, MA.

Kardas, M. (presenter), & O'Brien, E. (2017). Easier seen than done: Merely watching others perform leads to an illusion of skill acquisition. Poster presented at the *Society for Personality and Social Psychology Conference*, San Antonio, TX.

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Kardas, M. (presenter), Schroeder, J., & Epley, N. (2017). The humanizing voice: Outgroup members seem more mindful when you hear them. Poster presented at the *Psychology of Technology Pre-Conference* at the *Society for Personality and Social Psychology Conference*, San Antonio, TX.

Kardas, M. (presenter), Schroeder, J., & Epley, N. (2016). The humanizing voice: Outgroup members seem more mindful when you hear them. Poster presented at the *Society for Judgment and Decision Making Conference*, Boston, MA.

Kardas, M. (presenter), & O'Brien, E. (2016). The implicit meaning of change. Poster presented at the *Society for Personality and Social Psychology Conference*, San Diego, CA.

Kardas, M. (presenter), & O'Brien, E. (2016). The implicit meaning of change. Poster presented at the *Midwestern Psychological Association Conference*, Chicago, IL.

Kardas, M. (presenter), & O'Brien, E. (2016). The implicit meaning of change. Poster presented at the *Association for Psychological Science Annual Convention*, Chicago, IL.

### **Panel Discussions**

Panelist, Psi Chi Symposium: Success as a Graduate Student Researcher, with Colleen Cowgill, Matthew Jamnik, Thomas Nyman, Natalee Price, and W. Tang Watanasriyakul. (2018). Panel discussion presented at the *Midwestern Psychological Association Conference*, Chicago, IL.

### **Organized Symposia**

Symposium chair, New Directions in Empathy Gaps Research: Insights for Improving Learning, Social Interactions, and Wellbeing. (2017). Symposium organized at *Association for Psychological Science Annual Convention*, Boston, MA.

Symposium organizer, *Kellogg-Booth Student Symposium* (2016). Chicago, IL.

## **PROFESSIONAL SERVICE**

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### **Ad Hoc Reviewing: Journal Articles**

<i>Journal of Experimental Social Psychology</i>	4 articles
<i>Journal of Personality and Social Psychology</i>	3 articles
<i>Management Science</i>	2 articles
<i>Organization Science</i>	1 article
<i>Proceedings of the National Academy of Sciences</i>	1 article
<i>Journal of Experimental Psychology: General</i>	1 article
<i>Scientific Reports</i>	1 article
<i>Social and Personality Psychology Compass</i>	1 article
<i>Journal of Behavioral Decision Making</i>	1 article
<i>Self and Identity</i>	1 article
<i>Acta Psychologica</i>	1 article
<i>npj Science of Learning</i>	1 article
<i>Collabra: Psychology</i>	1 article
<i>Social Sciences &amp; Humanities Open</i>	1 article

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<i>Frontiers in Child and Adolescent Psychiatry</i>	1 article
<i>Journal of Nonverbal Behavior</i>	1 article

#### **Ad Hoc Reviewing: Conference Submissions**

<i>ACM Computer-Human Interaction Conference</i>	2023
<i>International Association for Conflict Management Conference</i>	2022
<i>Kellogg-Booth Student Symposium</i>	2016

#### **Ad Hoc Reviewing: Grant Applications**

<i>Social Sciences and Humanities Research Council of Canada</i>	2024
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### **OTHER PUBLICATIONS**

Kumar, A., Kardas, M., & Epley, N. (2022). When meeting someone new, try skirting the small talk and digging a little deeper. *The Conversation*. [\[URL\]](#)

Epley, N., Kardas, M., & Kumar, A. (2021). Small talk is boring. Our research shows how you can do better. *The Washington Post*. [\[URL\]](#)

Kardas, M. (2019). How to give away your cake and eat it too. *Character & Context*. [\[URL\]](#)

Kardas, M., & O'Brien, E. (2018). Research: Watching an expert do something makes you think you can do it too. *Harvard Business Review*. [\[URL\]](#)

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### **HONORS, FELLOWSHIPS, & GRANTS**

Top Paper Award: <i>Can birds of different feathers flock surprisingly well together? Expected versus actual consequences of discussing divisive viewpoints</i> (with Kristina Wald and Nicholas Epley), International Association for Conflict Management Annual Conference	2020
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J. Michael Harrison Doctoral Prize, Booth School of Business	2019
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Graduate Student Paper Award: <i>Exaggerating the reputational costs of revealing secrets</i> (with Amit Kumar and Nicholas Epley), Midwestern Psychological Association Conference	2018
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Student Poster Award Runner-Up: <i>Exaggerating the reputational costs of revealing secrets</i> (with Amit Kumar and Nicholas Epley), Society for Personality and Social Psychology Conference	2018
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Graduate Student Travel Award, Society for Personality and Social Psychology Conference	2017
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Travel Award, Psychology of Technology Pre-Conference at Society for Personality and Social Psychology Conference	2017
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### **TEACHING & MENTORING EXPERIENCES**

#### **Courses Taught**

<i>Managing Behavior and Organizations</i>	Spring 2024
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### Teaching Assistantships

*Designing a Good Life* (Instructor: Nicholas Epley) Fall 2017, Winter 2019  
University of Chicago Booth School of Business

*Managing in Organizations* (Instructor: Ed O'Brien) Summer 2018, Summer 2019  
University of Chicago Booth School of Business

### Thesis Supervision

Bjorn Olafsson, *The effect of affect: How mood influences social engagement*, 2019  
Honors Thesis in Psychology with Nicholas Epley, University of Chicago

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### ADDITIONAL CONTRIBUTIONS

*How to listen to research articles.* [[URL](#)], 2021

*bwrappers: A package of wrappers and other R functions for efficiently cleaning, analyzing, and visualizing data in the behavioral sciences.* [[PDF](#)] 2020

*Practical systems and resources for conducting research: A guide for incoming PhD students in psychology and related fields.* [[PDF](#)] 2017-2018

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### REFERENCES

#### Nicholas Epley

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