

# MICHAEL KARDAS

## *Curriculum Vitae*

Postdoctoral Fellow in Management and Marketing      Email: michael.kardas@kellogg.northwestern.edu  
Northwestern University, Kellogg School of Management      Phone: 1-516-263-1954  
2211 Campus Drive, Evanston, IL 60208      Website: <http://michaelkardas.com/>

## EDUCATION

---

Ph.D. in Behavioral Science, University of Chicago, June 2020  
*Advisors: Nicholas Epley, Eugene Caruso, Ed O'Brien, Alex Shaw*  
*Dissertation Committee: Nicholas Epley (Chair), Ed O'Brien, Emma Levine, Boaz Keysar*  
B.A. in Psychology and Applied Mathematics, Brown University, May 2014  
*Magna cum laude; Phi Beta Kappa*

## PUBLICATIONS & MANUSCRIPTS

---

### Published & In Press

- Kardas, M., Schroeder, J., & O'Brien, E. (2021). Keep talking: (Mis)understanding the hedonic trajectory of conversation. *Journal of Personality and Social Psychology*. Advance online publication. [[PDF](#)]
- Kardas, M., Kumar, A., & Epley, N. (2021). Overly shallow?: Miscalibrated expectations create a barrier to deeper conversation. *Journal of Personality and Social Psychology*. Advance online publication. [[PDF](#)]
- Epley, N., & Kardas, M. (2020). 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* (3rd ed., pp. 164–180). New York: Guilford. [[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*, 1054–1074. [[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*, 521–536. [[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*, 1745–1762. [[PDF](#)]
- O'Brien, E., & Kardas, M. (2016). The implicit meaning of (my) change. *Journal of Personality and Social Psychology*, *111*, 882–894. [[PDF](#)]

### Under Review

- Kardas, M., Kumar, A., & Epley, N. (2022). *Let it go: How exaggerating the reputational costs of revealing secrets discourages transparency in relationships*. Manuscript under review.

Epley, N., Kardas, M., Zhao, X., Atir, S., & Schroeder, J. (2022) *Undersociality: How social cognition could inhibit social connection*. Manuscript under review.

### **In Progress**

Kardas, M., & Epley, N. (2022). *It's surprisingly nice to meet you: An expectancy-value theory of people's social engagement decisions*. Manuscript in preparation.

Kardas, M., & Epley, N. (2022). *People are insensitive to social forces that lead to common ground in dialogue*. Data collection ongoing.

Wald, K., Kardas, M., & Epley, N. (2022). *Can birds of different feathers flock surprisingly well together? Expected versus actual consequences of discussing divisive viewpoints*. Data collection ongoing.

## **TALKS & PRESENTATIONS**

---

### **Talks**

Kardas, M., 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., 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., 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.

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

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

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

Kardas, M., & 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.

Kardas, M., 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., & 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., & 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., & 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., & 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., & 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., 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., 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., 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., 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., & 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., & 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.

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

Kardas, M., & 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

---

#### Ad Hoc Reviewing

*Journal of Personality and Social Psychology, Journal of Experimental Social Psychology, Self and Identity, Journal of Behavioral Decision Making, Management Science, Collabra: Psychology, Social and Personality Psychology Compass*

### OTHER PUBLICATIONS

---

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

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

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

### HONORS, FELLOWSHIPS, & GRANTS

---

Top Paper Award: *Can birds of different feathers flock surprisingly well together? Expected versus actual consequences of discussing divisive viewpoints* (with Kristina Wald and Nicholas Epley), International Association for Conflict Management 2020

J. Michael Harrison Doctoral Prize, Booth School of Business 2019

Graduate Student Paper Award: *Exaggerating the reputational costs of revealing secrets* (with Amit Kumar and Nicholas Epley), Midwestern Psychological Association Conference 2018

Student Poster Award Runner-Up: *Exaggerating the reputational costs of revealing secrets* (with Amit Kumar and Nicholas Epley), Society for Personality and Social Psychology Conference 2018

Graduate Student Travel Award, Society for Personality and Social Psychology Conference 2017

Travel Award, Psychology of Technology Pre-Conference at Society for Personality and Social Psychology Conference 2017

### TEACHING & MENTORING EXPERIENCE

---

### Teaching Assistantships

Teaching Assistant, BUSF 38119: *Designing a Good Life* Fall 2017, Winter 2019  
Professor Nicholas Epley  
University of Chicago, Booth School of Business

Teaching Assistant, BUSF 38001: *Managing in Organizations* Summer 2018, Summer 2019  
Professor Ed O'Brien  
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

### ADDITIONAL CONTRIBUTIONS

---

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

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

### REFERENCES

---

#### **Nicholas Epley**

Professor of Behavioral Science  
Booth School of Business  
University of Chicago  
Chicago, IL 60637  
Phone: (773) 834-1266  
Email: Nicholas.Epley@chicagobooth.edu

#### **Eugene Caruso**

Associate Professor of Management and Organizations  
Anderson School of Management  
University of California at Los Angeles  
Los Angeles, CA 90095  
Phone: (310) 825-8358  
Email: eugene.caruso@anderson.ucla.edu

#### **Ed O'Brien**

Associate Professor of Behavioral Science  
Booth School of Business  
University of Chicago  
Chicago, IL 60637  
Phone: (773) 834-5445  
Email: eob@chicagobooth.edu

#### **Alex Shaw**

Assistant Professor of Psychology  
Department of Psychology  
University of Chicago  
Chicago, IL 60637  
Phone: (773) 702-0710  
Email: ashaw1@uchicago.edu