

MICHAEL KARDAS

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EDUCATION & EMPLOYMENT

Assistant Professor of Management & Human Resources, Univ. of Wisconsin–Madison	2025–Present
Assistant Professor of Management, Oklahoma State University	2023–2025
Postdoctoral Fellow in Management & Marketing, Northwestern University	2020–2023
Ph.D. in Behavioral Science, University of Chicago	2015–2020
B.A. in Psychology & Applied Mathematics, Brown University	2010–2014

PUBLICATIONS & MANUSCRIPTS

Journal Articles & Book Chapters

- Kardas, M.**, Nordgren, L., & Rucker, D. (in press). Unnecessarily divided: Civil conversations reduce attitude polarization more than people expect. *Journal of Personality and Social Psychology*.
- Kardas, M.**, Kumar, A., & Epley, N. (2024). Let it go: How exaggerating the reputational costs of revealing negative information encourages secrecy in relationships. *Journal of Personality and Social Psychology*, 126(6), 1052–1083. <https://doi.org/10.1037/pspi0000441> [PDF]
- Wald, K., **Kardas, M.**, & Epley, N. (2024). Misplaced divides?: Discussing political disagreement with strangers can be unexpectedly positive. *Psychological Science*, 35(5), 471–488. <https://doi.org/10.1177/09567976241230005> [PDF]
- 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]

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]

Manuscripts Under Review

Kardas, M., & Epley, N. (under review). *Surprisingly in sync: Overlooking responsiveness in conversation as a source of social connection*. Manuscript under review.

TALKS & PRESENTATIONS

Talks

Kardas, M. (presenter), & Nguyen, C. (2026). Missed connections: How miscoordinated timing inhibits networking during networking events. Talk to be presented at the *Society for Personality and Social Psychology Conference*, Chicago, IL.

Kardas, M. (presenter), & Nguyen, C. (2025). Why don't people "mix" more during mixers?: Identifying a coordination problem and testing a simple intervention. Talk presented at the *Society for Judgment and Decision Making Conference*, Denver, CO.

Kardas, M. (presenter), & Epley, N. (2025). Surprisingly in sync: Overlooking responsiveness in conversation as a source of social connection. Talk presented at the *Society for Experimental Social Psychology Conference*, Lisbon, Portugal.

Kardas, M. (presenter), Nordgren, L., & Rucker, D. (2025). Unnecessarily divided: Civil conversations reduce attitude polarization more than people expect. Talk presented at the *Keeping the Republic Conference*, South Bend, IN.

Kardas, M. (presenter), & Epley, N. (2025). Overlooking responsiveness in conversation as a source of social connection. Talk presented at the *Society for Personality and Social Psychology Conference*, Denver, CO.

Kardas, M. (presenter). (2024). Unnecessarily divided: How misunderstanding our differences keeps us from bridging them. Talk presented at the *University of Wisconsin School of Business, Department of Management and Human Resources Seminar Series*, Madison, WI.

Kardas, M. (presenter), Nordgren, L., & Rucker, D. (2024). Unnecessarily divided: Civil conversations reduce attitude polarization more than people expect. Talk presented at the *Society for Judgment and Decision Making Conference* (Einhorn-Hogarth session), New York, NY.

Kardas, M. (presenter), & Nguyen, C. (2024). Investigating why people do not "mix" more during mixer events. Talk presented at the *Spears School of Business, Department of Management, Internal "Lunch & Learn" Series*, Stillwater, OK.

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.

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.

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.

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

Ad Hoc Reviewing: Journal Articles

<i>Journal of Personality and Social Psychology</i>	4 articles
<i>Journal of Experimental Social Psychology</i>	4 articles
<i>Management Science</i>	3 articles
<i>Journal of Experimental Psychology: General</i>	2 articles
<i>Social Psychological and Personality Science</i>	2 articles
<i>Organizational Behavior and Human Decision Processes</i>	2 articles
<i>Psychological Science</i>	1 article
<i>Organization Science</i>	1 article
<i>Proceedings of the National Academy of Sciences</i>	1 article
<i>PNAS Nexus</i>	1 article
<i>Scientific Reports</i>	1 article
<i>Personality and Social Psychology Bulletin</i>	1 article
<i>Social and Personality Psychology Compass</i>	1 article
<i>Journal of Behavioral Decision Making</i>	1 article
<i>Acta Psychologica</i>	1 article
<i>Self and Identity</i>	1 article
<i>Social Psychology</i>	1 article
<i>European Review of Social Psychology</i>	1 article
<i>npj Science of Learning</i>	1 article

<i>Collabra: Psychology</i>	1 article
<i>Social Sciences & Humanities Open</i>	1 article
<i>Frontiers in Child and Adolescent Psychiatry</i>	1 article
<i>Journal of Nonverbal Behavior</i>	1 article

Ad Hoc Reviewing: Conference Submissions

<i>Society for Judgment and Decision Making Conference</i>	2025
<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, 2025
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OTHER ARTICLES

- 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](#)]

HONORS, FELLOWSHIPS, & GRANTS

- Einhorn-Hogarth New Investigator Award. *Unnecessarily divided: Civil conversations reduce attitude polarization more than people expect*. Authors: **Michael Kardas**, Loran Nordgren, Derek Rucker. Awarded by the Society for Judgment and Decision Making. 2024
- Spears Sponsored Research Initiation Program (\$10,000), Oklahoma State University 2024
- Richard W. Poole Research Excellence Award, Oklahoma State University 2023–2024
Spears School of Business
- Top Paper Award. *Can birds of different feathers flock surprisingly well together? Expected versus actual consequences of discussing divisive viewpoints*. Authors: Kristina Wald, **Michael Kardas**, and Nicholas Epley. Awarded by the International Association for Conflict Management. 2020
- J. Michael Harrison Doctoral Prize, University of Chicago Booth School of Business 2019
- Graduate Student Paper Award. *Exaggerating the reputational costs of revealing secrets*. 2018
Authors: **Michael Kardas**, Amit Kumar, and Nicholas Epley. Awarded by the Midwestern Psychological Association.
- Student Poster Award Runner-Up. *Exaggerating the reputational costs of revealing secrets*. 2018

Authors: **Michael Kardas**, Amit Kumar, and Nicholas Epley. Awarded by the Society for Personality and Social Psychology.

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 EXPERIENCES

Courses Taught

Managing Behavior and Organizations (MGMT 3123) Spring 2024, Spring 2025
Oklahoma State University Spears School of Business

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

SERVICE

Departmental Service

Committee Member, Spears School of Business Distinguished Guest Lecture Series 2024

Other Service

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

REFERENCES

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