

# C LUTCH

WHY SOME PEOPLE  
EXCEL UNDER PRESSURE  
AND OTHERS DON'T



PAUL SULLIVAN

PORTFOLIO / PENGUIN

# CONTENTS



<i>Introduction: What's Clutch?</i>	1
-------------------------------------	---

## **Part I: WHY PEOPLE ARE CLUTCH**

<b>1.</b> Focus: The Morality Plays of David Boies	13
<b>2.</b> Discipline: When the Stakes Are as High as They Can Be	34
<b>3.</b> Adapting: Fighting the Fight, Not the Plan	52
<b>4.</b> Being Present: Opening-Night Jitters and the Role of a Lifetime	69
<b>5.</b> Fear and Desire: Living Life Without a Plan B	85
<b>6.</b> Double Clutch: What Billie Jean King Did for Women	104

## **Part II: WHY PEOPLE CHOKE**

<b>7.</b> A Leader's Responsibility: How the Reputations of Ken Lewis and Jamie Dimon Fell and Rose in the Financial Crisis	125
<b>8.</b> The Perils of Overthinking: Rehearsing the Speech Before the Victory	146

- 9.** Overconfidence Starts the Fall: What the Worst Factory  
in America Cost GM and Taught Toyota 163

**Part III: HOW TO BE CLUTCH**

- 10.** How to Be Clutch with Your Money:  
Knowing When to Quit 183
- 11.** How to Be Clutch in Sports: Trust What Got You There 200
- Conclusion: The Tiger Conundrum: Is He Still Clutch?* 220
- Acknowledgments* 229
- Notes* 231
- Index* 239